

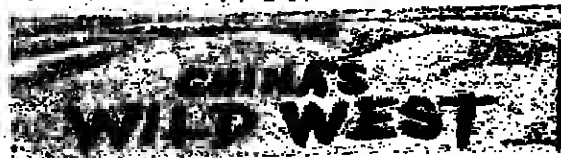
FINANCIAL TIMES

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Weekend FT



World Business Newspaper

FRIDAY JANUARY 5 1996

UK plans to expel dissident to save Saudi relations

The decision to order leading Saudi dissident Mohammed al-Massari to leave Britain was prompted by diplomatic concerns over maintaining close relations with one of its main allies in the Gulf, UK ministers admitted. Mr al-Massari, head of the London-based Committee for the Defence of Legitimate Rights in Saudi Arabia, plans to appeal against the order within the 10-day limit. Page 4; Editorial Comment, Page 11

Italian steel sell-off: Italy ceded nearly 60 years of control over the country's steel industry with the sale of a majority stake in steel tubes producer Dalmine for £301.5bn (\$190m). Page 13

Poor sales hit US retailers: Dismal sales figures for the period between Thanksgiving and Christmas confirmed that US retailers suffered one of their worst peak selling seasons in recent memory in the quarter ending this month. Page 14

Warning on Chrysler battles: Chrysler chairman Bob Eaton said the battle for boardroom influence at the third biggest car company in the US is set to continue indefinitely and damage the company. Page 13

Egyptian cabinet sworn in:

Egypt's new government was sworn at a ceremony led by President Hosni Mubarak. New appointments made by prime minister Kamal el-Ghazali include a former investment banker Nawal el-Tatawi (left) as minister of economy and international co-operation, and Mohamed el-Gharib, former director of the much criticised General Investment Authority, as minister of finance. Page 4

Leftwing stand threatens Dini: A tough stand by rightwing parties led by former premier Silvio Berlusconi are threatening the prospect of Lamberto Dini being confirmed as Italy's prime minister. Page 2

British 'not ready' for single currency: The leader of Britain's opposition Labour party Tony Blair told Japanese business leaders in Tokyo that the British people are not yet ready to accept a single European currency. Page 5

Polish spy crisis deepens: The political crisis sparked off by allegations that Polish prime minister Jozef Oleksy kept close links with Soviet secret agents intensified after the head of counter-intelligence Konstanty Miodowicz resigned. Page 2

Boeing claims market dominance: Seattle-based group Boeing said it captured almost 70 per cent of the world market for commercial jet airliners last year, leaving Europe's Airbus consortium trailing with 15 per cent. Page 14

Party to debate Greek PM's future: Greece's governing Panhellenic Socialist Movement will meet to solve problems caused by prime minister Andreas Papandreu's prolonged illness. Page 2

US boosts world drug sales: World drug sales grew at their fastest rate last year since the early 1990s, led by the US - the world's biggest market - where sales rose 10 per cent to \$44.7bn. Page 4

Support for Lithuanian PM: Lithuania's ruling Labour party deplored prime minister Adomas Sluskius over criticism of his handling of the country's banking crisis. Page 2

French give N-tests completion date: France will complete its nuclear weapons tests in the South Pacific by the end of next month, French president Jacques Chirac said.

Hottest year on record: Last year was the warmest on earth since global records began in 1850, British experts revealed. The average surface temperature in 1995 was 0.4°C above the 1961-1990 average.

Crickets: South Africa won the fifth and final test against England in Cape Town by 10 wickets to take the series 1-0 after the first four tests were drawn. England were all out for 157 in their second innings, leaving South Africa to score the 67 runs required for victory without loss.

A to Z The new year has brought significant changes to the classification of UK companies by industrial sector in the FT-SE Actuaries share index. To help guide readers through the current classifications, tomorrow's FT will include an alphabetical listing of all companies in the London Share Service, showing the industrial sector to which each belongs.

STOCK MARKET INDICES		GOLD	
New York Composite	5,188.74 (+1.33)	New York Comex	325.4 (366.2)
Dow Jones Ind Av	1,822.68 (+2.38)	London:	
FTSE 100	2,294.32 (+1.75)	close	339.6 (393.7)
FTSE 250	2,294.32 (+1.75)		
FTSE 100	20,816.00 (+749.25)	DOLLAR	
Nikkei	11,111.00 (+111.00)	New York Composite	1,844.9
		DM	1.6226
		FF	4.9729
		SFR	1.778
		Y	106.525
		London:	
		£	1.5491 (1.5511)
		DM	1.4668 (1.4403)
		FF	4.9729 (4.916)
		SFR	1.778 (1.1607)
		Y	106.1 (104.36)
		STERLING	
		DM	2.282 (2.234)
		Tokyo close:	¥ 105.25

NORTH SEA OIL (Argus)	
Brent 15-day Feb	\$16.00 (18.50)

OTHER RATES	
UK 3-mo Interbank	6.2% (5.8%)
UK 10 yr Gil	10.75% (10.75%)
France 10 yr DAT	10.5% (10.5%)
Germany 10 yr Bund	10.5% (10.5%)
Japan 10 yr JGB	11.0% (11.0%)

Tokyo joins surge in world stock markets

By Philip Coggan and Philip Gawth in London

The Japanese stock market yesterday joined in the euphoria that has swept the world's bourses at the start of 1996, with the Nikkei 225 rising nearly 3.8 per cent in Tokyo's first trading session of the year.

Shares in Tokyo were given a lift by the sharp rises in other international markets and by the

prospects for Japanese exporters in the face of the yen's weakness against the dollar. The US currency rose to its highest level against the yen in 22 months, closing in London at ¥106.1, from ¥104.355.

The dollar was also stronger against the D-Mark, finishing at DM1.4665, from DM1.4403, after a flurry of comments out of Washington encouraged the view that a deal on the protracted budget

impasse between the White House and Congress might be in sight.

However, that view changed in the early afternoon when House Republicans threatened to impeach Mr Robert Rubin, the US Treasury secretary, over his efforts to avoid breaching the US government's \$4,500bn debt ceiling. The move sent a shiver through the government bond market, with the price of the long

bond dropping more than a point, pushing the yield back above 6 per cent on raised concerns over a possible government default.

The fall in the bond market also put pressure on the dollar, which fell to ¥105.34 and DM1.4454, and on the stock market. The Dow Jones Industrial Average, which had risen 30 points in morning trade, dropped 50 points from its opening level, triggering the "uptick" rule

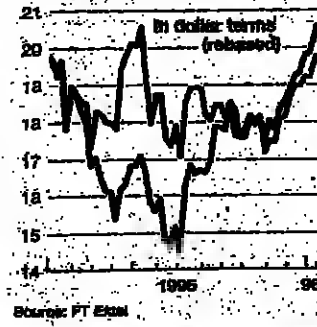
which restricts computer trading, allowing the Dow to rally slightly.

Although most analysts are optimistic about the dollar's prospects this year, the rally so far is considered to be more a case of yen weakness than indepen-

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Japan

Nikkei 225 Average (DOW)



Chief of UK Stock Exchange dismissed

Board says top officer had lost confidence of members

By John Gapper and Norma Cohen in London

The London Stock Exchange faced a fresh crisis yesterday when its board abruptly dismissed Mr Michael Lawrence, the chief executive, claiming he had lost the confidence of the exchange's 350 members.

Mr Lawrence has been chief executive for two years, and was in the middle of trying to implement reforms to the system of trading shares in London. The reforms could weaken the influence of some of the exchange's most powerful members.

The dismissal of 52-year-old Mr Lawrence comes less than three years after Mr Peter Rawlins, his predecessor, resigned over the failure of Taurus, a proposed new settlement system that was scrapped because of prolonged technical flaws.

Mr John Kemp-Welch, the exchange's chairman, said Mr Lawrence's dismissal, which was decided at a board meeting yesterday morning, was unconnected with his backing for a reform of trading on the exchange this year.

"Michael had failed to win the confidence of member firms both large and small, and his relationship with the board for some months had been unsatisfactory," said Mr Kemp-Welch, who will take over temporary management responsibility.

Mr Kemp-Welch indicated Mr

Lawrence had failed to gain the respect of members, saying his successor would have to have "great strength of character, a winning way with people, and a tremendous sense of humour".

However, Mr Lawrence said last night the question of personality was unimportant and what mattered was that the reforms were implemented. "The important issue is not me, and it is not them. It is change," he said.

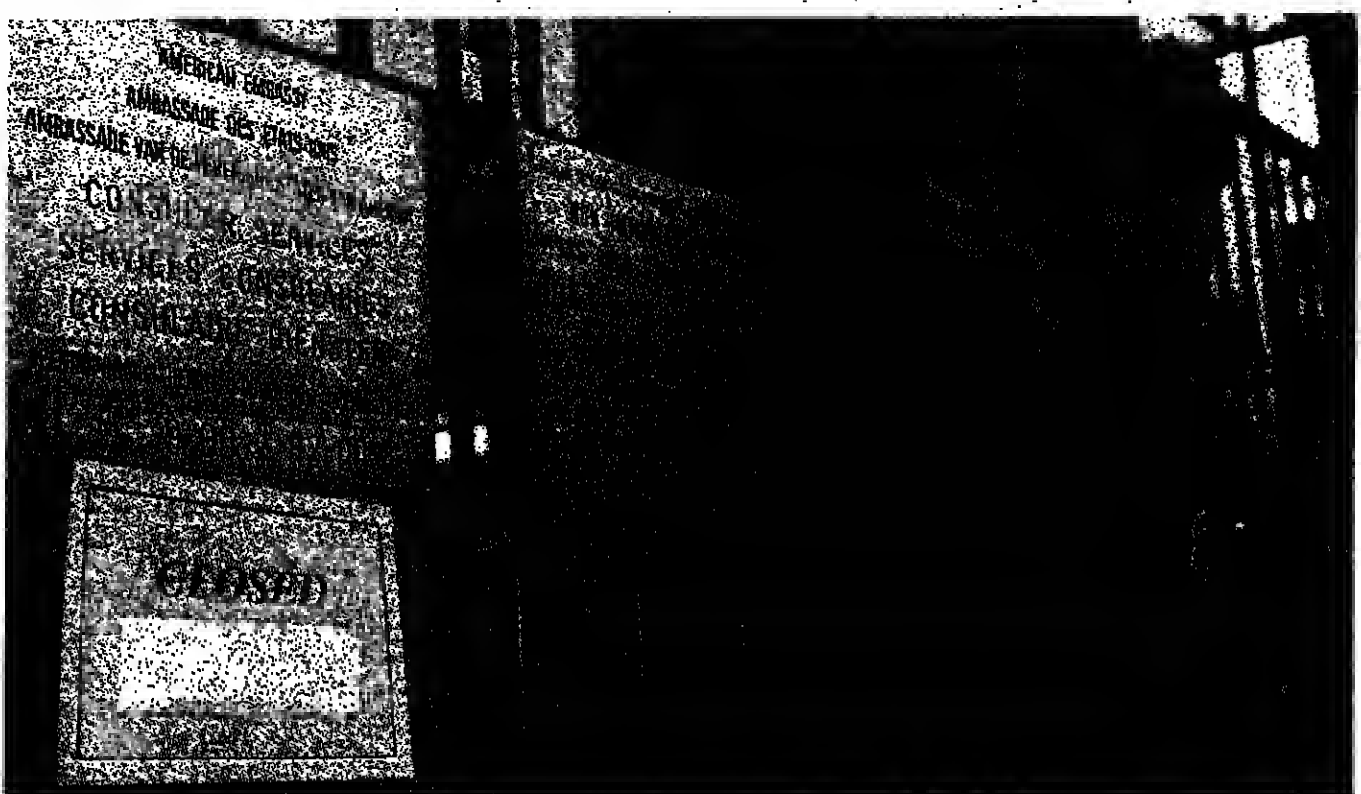
Mr Lawrence, who was on a one-year contract, and was last year paid £342,028 including a £100,000 bonus, said there was a good management team in place and "the vital thing is that the momentum is not slowed by my departure".

Mr Lawrence is thought to have been told about the action for the first time at 10am yesterday when he was called to a meeting with Mr Kemp-Welch. He attended part of the board meeting, leaving for home before the announcement.

Some firms have criticised Mr Lawrence privately for taking decisions without consultation. They were also unhappy that he

had soed Mr David Jones, chief executive of Sharelink, an exchange member, for libel in a dispute last September. Mr Lawrence's most controversial recent act was to

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Closed for business: A security man guards the US consulate in Brussels as the US government shutdown bites due to the budget crisis. Yesterday's talks at the White House were cancelled at the Republican leaders' request. Dole accused on budget impasse. Page 12

Bosnian Serbs free 16 to end crisis

By Laura Silber in Belgrade

The Bosnian Serbs, in a move that defused the first crisis faced by Nato-led forces in Bosnia, bowed to western pressure yesterday and released 16 people they had detained across the former frontlines. Their release came just hours after the US urged Serbian president Slobodan Milosevic to intervene.

In a separate sign of US confidence that its efforts to enforce peace in Bosnia are succeeding, the White House announced President Bill Clinton would visit troops in Bosnia in the next two weeks. The morale-boosting visit will take place before his State of the Union speech on January 23.

Yesterday's message from Washington to Belgrade was a sharp reminder to Mr Milosevic - once seen as the instigator of the war but now a guarantor of the Dayton peace agreement - that the US holds him responsible for

the deal's implementation. Twelve men and one woman were released yesterday from the Kula prison after having crossed into Iltiza, one of the Serb-held suburbs of Sarajevo due to be transferred to the authority of the Muslim-led government. Earlier, three other men were released from Serb custody, complaining they had been beaten.

Mr Nedeljko Prstojevic, mayor of Iltiza, described the release of the captives - who the Serbs had threatened to prosecute - as a "goodwill gesture".

The detentions had posed a problem for the Nato peace implementation force (Ifor), whose planned deployment of 60,000 troops had been proceeding smoothly since it began a fortnight ago.

It set off a row between the Bosnian government, which insisted that Ifor was responsible for making safe the newly-opened roads, and senior Nato officials who dismissed the detentions as a civilian problem of law and order. Freedom of movement for all three sides is a basic tenet of the ambitious peace plan.

In another challenge to this principle, Croat authorities in the south-western town of Mostar imposed a tax of \$10 on each truck delivering relief to central Bosnia.

The United Nations High Commissioner for Refugees announced yesterday it was suspending its overland convoys to the region, which normally amount to between 30 and 40 lorries a day, until the Croats abandoned the tax.

The decision comes amid continuing tension between Croats and Muslims. Muslims in Mostar yesterday were reported to have stoned and shot at cars with Croatian number plates after a youth was shot dead on New Year's eve.

German food group takes stake in television network

By Judy Dempsey in Berlin

Rewe, Germany's largest food retailing group, yesterday acquired a 40 per cent stake in Pro-7, the country's fastest growing commercial television network, in a move aimed at diversifying into the expanding media sector.

Its unprecedented decision could signal the beginning of a shift among German retailers to venture into other sectors. Efforts to expand market share through new outlets are proving less lucrative with the continued squeeze on consumer spending.

Rewe, one of the most aggressive discount retailing groups, founded 70 years ago, would not disclose how much it paid for 40 per cent of Pro-7's 15m shares. But Pro-7 said it was "a minimum of DM650m (\$41m)".

The television network, set up in 1989 by Mr Thomas Kirch, son of Mr Leo Kirch, the Munich-based media mogul, and Mr Thomas Köppler, Pro-7 chairman, was converted into a public com-

pany last year with shares due to be traded later this year. The nominal share value was DM10m.

Over a quarter of the shares were allocated to Mr Thomas Kirch. The remaining 75 per cent were held by a consortium of banks headed by BHF-Bank and Bayerischen Hypotheken-und Wechselbank, which yesterday sold a 40 per cent stake to Rewe.

Mr Köppler said Pro-7 had been seeking institutional investors for several months. "With Rewe, we have found the partner we were looking for," he said, adding that the possibility for new areas of business, linking mass communication and mass sales, had been opened.

Rewe had a turnover of DM41.6bn in 1994 and is expecting a 3 per cent rise in sales for last year. The group employs 161,000 people in 8,700 outlets.

Rewe's initial role will be that of an investor. "Rewe has the cash flow and high sales. It has been looking at ways to make use of its cash flow," one analyst

said. Its entry into the media sector coincides with Pro-7's success at capturing the market lead among young German television viewers, ahead of its rivals, RTL and SAT-1.

"Pro-7 is really on the move. It is aggressive and growing. This could well suit Rewe's needs," an analyst said. Pro-7 had pre-tax profits of DM106m in 1994 and expects those to rise to DM200m last year.

Pro-7 is spearheading attempts to establish a home teleshopping channel and change Germany's television laws, which allow networks to broadcast only one hour of teleshopping a day.

Last year, Pro-7 jointly set up HOT, home order television, with Quelle, Germany's largest mail-order group. It is currently being broadcast on certain frequencies in the state of Bavaria. If the law is amended to allow a teleshopping channel, Rewe and other retailers may use this medium to market their products.

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Indonesia to boost budget spending 16%

By Manuela Saragosa in Jakarta

Indonesia's public spending will expand 16.1 per cent in the fiscal year starting in April, according to yesterday's budget, described by finance minister Ma'ruf Muhammad as designed to cool the economy without losing growth momentum.

Projected spending growth is faster than the 11 per cent programmed for the current year and higher than private-sector economists had expected, given Indonesia's high current account deficit. But Jakarta is relying on buoyant tax revenues to balance the budget.

Indonesian growth is estimated at over 7.1 per cent in calendar 1995 (7.5 per cent in 1994); inflation slipped to 8.64 per cent from 9.24 per cent in 1994, but remains high compared with some other southeast Asian countries; the current account deficit is a worry.

"The challenge to Indonesia's economic stability today is an overheating of the economy," President Suharto said. The current account deficit is running at \$7.9bn (\$5bn) in 1995-96 (about 3.8 per cent of gross domestic product). The new budget predicts imports will grow 8 per cent and exports 12 per cent (non-oil and gas exports are expected to grow 16 per cent), leading to a deficit of \$6.5bn, just over 3 per cent of GDP. The budget provides for spending of Rp90,600bn (\$25.5bn). As usual, it is balanced to avoid borrowing on the domestic market.

On the spending side, infra-

structure and rural development are priorities. Taxes will constitute the bulk of non-oil revenues which will make up some 70 per cent of all revenues. Oil continues to decline as a source of government income, accounting for only 6.4 per cent of revenues in the new budget against 80 per cent in the early 1980s.

Economists say imports are likely to grow faster than the government expects, leading to a wider current account deficit. With infrastructure spending a priority and foreign investment flows reaching a record in 1995, some expect import growth to be as high as 20 per cent this year.

President Suharto said he expected continued gains in tax revenues. Income tax rates were lowered at the start of last year and he noted tax earnings rose as a result, indicating "the basis of tax earnings has become broader".

Revenues from value-added tax are projected to rise 30.3 per cent. Analysts said this could mean tax rises on luxury goods are in the pipeline. Government spending on wages is budgeted to rise 19.1 per cent in fiscal 1996-97. The issue would be discussed in parliament when the draft budget is deliberated, the president said.

A significant, but declining, portion of expenditure (some 22 per cent), will be allocated to service Indonesia's foreign debt of about \$100bn. Foreign aid is targeted at Rp12,400bn, over 13 per cent of all revenues. Repayment of foreign debt would be speeded, if there was a budget surplus.

IMF urges privatisation route to the renewal of reform, writes Farhan Bokhari

Pakistan bank sale is key to confidence

Pakistan is due to name a new owner for United Bank, the country's second-largest state-owned bank, later this month in an effort to improve declining confidence in the country's economy and its privatisation plans. The sale of UBL to either the Faysal Islamic Bank of Bahrain or the Saudi Bisharahil group, has been urged by the International Monetary Fund to raise Pakistan's foreign exchange reserves and reduce government debt.

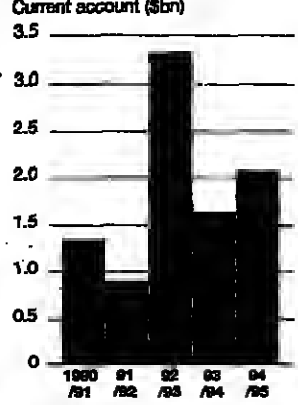
A widening trade deficit during the first quarter of the fiscal year that runs to June and growing concerns over inflation - officially at 13 per cent but put by some economists at more than 20 per cent - have undermined confidence in the government's five-year-old economic reform programme.

Businessmen complain that the economy is expected to grow at a lot less than the 6 per cent forecast in the June budget. Growth in the 1994-95 fiscal year was 4.7 per cent.

Still, the government is confident that a stabilisation programme announced in October, when the rupee was devalued by 7 per cent, domestic fuel prices were raised by the same margin and new duties slapped on imports, is beginning to

Pakistan: under pressure

Balance of payments deficit



Budgetary deficit



Benazir Bhutto

work. Since then, Pakistan has negotiated a \$600m standby loan agreement with the IMF that has helped to raise foreign exchange reserves to nearly \$2.3bn in September from \$1.2bn in October.

A bumper cotton crop this year is expected to further improve the reserves, with contracts already signed for exports worth up to \$700m during the next three to four months.

"With corrective action taken by us and reinforced by

the support of the IMF, the position has changed," said Mr V.A. Jafary, the prime minister's adviser on finance. Exports have picked up and the balance of trade and foreign exchange reserves have stabilised.

The country's trade deficit improved to a provisional \$323m in November from \$421m in October, although the gap for the first five months was a provisional \$1.7bn, up from \$617m during the same period a year ago.

Under the terms of the recent IMF agreement, Pakistan is required to limit government borrowing from the banking system to Rs28bn (\$513m) this year and to take no more than Rs12bn out of the privatisation proceeds.

But bank borrowing is already running at Rs40bn. The government has alerted ministries that any requests for expenditures beyond this year's target will not be accepted.

The IMF wants Islamabad to use the proceeds from privatisation to retire some of its debt and lower the growing cost of debt servicing, which consumes almost 40 per cent of the national budget.

Meanwhile, businessmen are bracing for higher cost of production after the October devaluation and tax increases. The government says that since its stabilisation measures, there has been a slight reduction in the pace of inflation, though independent economists disagree.

Mr Yusuf Shirazi, chairman of the Atlas group, the owner of Pakistan's Honda car plant, says: "[Higher] inflation would hurt every home, every shop, every village and every town. For the people as a whole the burden would be unbearable."

Other businessmen warn that the economic consequences of the troubles in Karachi would upset the government's plans to collect up to Rs265bn in taxes during the fiscal year. "With production and consumption getting hit by higher costs, sales are almost certain to fall and the ability of businesses and industry to pay taxes will be limited," said one leading businessman. "A shortfall in tax collection could raise the deficit above the target agreed with the IMF," he added.

Mr Hafeez Pasha, a former Pakistani commerce minister who is the head of Karachi University's prestigious school of business administration, said: "The conditions in Karachi have contributed to an increased perception of risk".

Many investors are anxiously waiting for the UBL sale as one confirmation that the stabilisation programme remains on track. Yesterday, however, the privatisation commission said the sale, which was due to be finalised this Sunday, was being delayed for two weeks.

For its part, the IMF has left Ms Bhutto's government in no doubt that after the setbacks of the past, it will not tolerate any slippage this time.

China launches interbank money market

By Peter Montagnon, Asia Editor

China this week launched its long-awaited interbank money market designed to smooth the allocation of liquidity to the banking system and pave the way for market-oriented determination of interest rates.

Under the new system, which is being operated on a three-month trial basis by the Foreign Exchange Trading Centre in Shanghai, local banks are able to place and accept deposits of up to 120 days. Foreign banks banned from doing business in yuan are not eligible to participate.

The launch of the market has long been urged by the western agencies such as the International Monetary Fund which see the need for a proper money market as essential if China is to develop sophisticated instruments for monetary policy control.

Traditionally bank credit has been rationed rather than controlled by price. Local banks, even when they are branches of big institutions, have tended to hoard any sur-

plus cash for their own use rather than pass it on to other parts of the country, where credit is short.

But as part of their financial reforms, the authorities have been encouraging big banking groups to manage their liquidity centrally. Once teething problems related to computerisation have been sorted out, the interbank market will make this easier as well.

It will also facilitate flows of credit at uniform interest rates around the country. This should help ease bottlenecks and reduce the borrowing costs of companies starved of working capital.

The new market marks a step towards regulating a fragmented and chaotic system. Mr Zhu Xiaohua, vice governor of the People's Bank of China, told the China Business Times. Under the scheme, the bank will publish a daily interbank offered rate based on prices set in the trading centre. A computer network will eventually link the centre with commercial banks and short-term credit offices across the country.

Japan and S Korea in chips venture

By Michio Nakamoto in Tokyo

Hitachi, the Japanese electronics company, and LG Semicon, a South Korean semiconductor maker, plan to invest \$130m (\$200m) in a joint venture to manufacture memory chips in Malaysia.

Hitachi's half share of the investment is the largest by a Japanese company in a semiconductor project in the region.

The new facility, which will produce the highest capacity memory chips available, highlights the growing importance of south-east Asia as a high-technology manufacturing base.

Hitachi, Japan's third largest semiconductor maker, is also in talks with Nippon Steel, which has a semiconductor manufacturing subsidiary, and the Singapore Economic Development Board, over the possibility of establishing a joint venture semiconductor plant in Singapore.

In Malaysia, Hitachi and LG Semicon plan to set up a joint venture company with capital of \$45m. The plant, to be built in Kulim Hi-Tech Industrial Park in Kedah, will begin operations in early 1998 and is expected to create 1,000 jobs.

The factory will produce 16- and 64-megabit D-Rams with a monthly production capacity of

30,000 eight-inch wafers - silicone slices imprinted with the memory-chip circuitry.

Demand for 16-megabit D-Rams is expected to peak in the next few years while demand for 64-megabit D-Rams is likely to peak around 2003.

The facility will be the first manufacturing joint venture between a Japanese and South Korean semiconductor maker.

Japanese and South Korean companies have competed intensely for predominance in the memory market. However, the high costs of development and capital investment costs, strong demand for memories from the fast expanding information and communications industries and increasingly tight supplies have forced Japanese and South Korean companies to strengthen their cooperative ties.

Hitachi's increased investment in semiconductor production follows a year in which most leading companies in the industry announced significant expansions of their production capacity.

Demand for memory chips is expected to continue growing strongly for several years on the strength of expanding information and communications markets, prompting concern that the industry will suffer a shortage rather than a glut of memories.

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NEWS: INTERNATIONAL

UK admits expediency in Saudi expulsion

By John Kampfer and Roula Khalaf

UK ministers acknowledged yesterday that the decision to order a leading Saudi dissident seeking political asylum to leave the country was prompted largely by diplomatic priorities - the need to maintain close relations with one of Britain's staunchest allies in the Gulf.

Mr Mohammed al Masaari, head of the London-based Committee for the Defence of Legitimate Rights in Saudi Arabia, an Islamist group that accuses the Saudi government of corruption and anti-Islamic practices, was ordered to leave Britain on Wednesday, after UK officials found him a home on the Caribbean island of Dominica.



Saudi dissident Mohammed al Masaari seems unlikely to go quietly. He is expected to appeal against the expulsion order.

Miss Ann Widdecombe, Home Office minister, said the government was not giving way to direct pressure. But she said: "What we do know is that his activities have been complicating our relations with the Saudis and we have had various representations from people in British business and the Saudis about the situation.

"If people come here and use our hospitality in order to attack extremely friendly governments with whom we have good diplomatic and very good trade relations, we have a very difficult balance to strike," she said.

Saudi Arabia bought nearly £2.3bn-worth of British goods

last year. Of greatest importance is the al Yamamah government-to-government deal agreed in two stages in 1985 and 1988 and covering supplies of British arms, infrastructure, and defence services worth more than £200 per year.

Evidence has been accumu-

lating that Mr al Masaari's presence in London was penalising British business. Defence manufacturers said it was too early to say whether the UK government action would unlock orders.

Mr Saad Al Faguih, the director of the CDLR, said Mr

al Masaari will appeal against the order; he has 10 days to do so.

The UK Home Office has used a novel approach to get rid of Mr al Masaari. The 1951 Geneva Convention governing refugee status seeks to prevent asylum seekers from being

returned to a place where they fear persecution. Common practice has been to return someone to their country of origin or a third country where they may have made a stop. Human rights officials said yesterday that finding a third country in which the refugee

has never set foot and has not chosen is unprecedented. Senior officials said the fate of Mr al Masaari was discussed with Mr Edison James, the Dominican prime minister, when he visited London on December 18.

Mr al Masaari's application for political asylum has never been considered by the Home Office which has always maintained he can be found a safe place to go. Home Office attempts to send him back to Yemen, where he stopped to obtain a passport on his way to Britain in 1994, failed when an appeals tribunal deemed Yemen unsafe.

Opposition backbenchers from the British Labour party rounded on the government yesterday. "We have bowed the knee to the tyranny in Riyadh, which as any observer will tell you, has never looked less secure," said Mr George Galloway, MP for Glasgow Hillhead.

Saudi irritation with Mr al Masaari intensified after the November bombing of a US-staffed Saudi National Guard communications centre in Riyadh, in which the government suspects Islamist involvement.

The CDLR said at the time the Saudi government, by throwing Islamist leaders and dissidents in jail, had created circumstances that can lead to such incidents and that young followers may resort to such measures again.

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SA minister enters black savers dispute

By Mark Ashurst in Johannesburg

Mr Chris Liebenberg, the South African finance minister, held emergency talks this week with the managers of a fledgling scheme for black savers whose funds were frozen last month.

His surprise intervention underlines the political sensitivity of the emerging black business community in South Africa, and the problems of integrating the informal black economy into the formal sector. It comes only weeks after the government intervened to rescue the African Bank, which faced losses of R200m (\$54.8m).

Mr Liebenberg called the talks after a protest march in Pretoria last week by more than 1,000 savers in Sun Multi Serve, a community savings institution, or "stokvel". They were protesting at the decision of the Registrar of Banks to freeze their deposits on December 18.

Some 50,000 savers have deposits totalling around R50m in the institution, well above the ceiling of R9.9m laid down for traditional stokvels in the Banks Act.

Mr Liebenberg's intervention appears to be determined not so much by the size of Sun Multi Serve, but by the importance of the traditional community-based savings movement within the black community. The total capital committed to stokvels, an historically popular method of saving among blacks which is attracting interest from the formal banking sector, is estimated at more than R8bn.

Two days of talks this week have so far failed to placate representatives of Sun Multi Serve.

In essence, stokvels enable individuals to draw on the pooled savings of a group, in order to finance major purchases for which blacks could not obtain traditional bank loans.

They vary significantly in the number of members they admit and the rules by which they are bound, but are widely credited with developing a culture of self-reliance among

disadvantaged communities. Members make a regular, fixed contribution to a central fund and then decide collectively how to allocate the money. Individual members can apply for loans the terms of which are decided by the group after the recipient's circumstances have been assessed.

The interest rates charged by stokvels tend to be high. Some of the oldest ones, which began life as self-help organisations to cater for the immediate welfare of relatively few members, have evolved into well funded organisations able to play a key role in business development.

They remain the principal source of finance for black-owned home industries. The principle of individual accountability which underpins stokvels has also impressed conventional banks, some of which have waived requirements that borrowers disclose the use to which loans will be put in deference to the traditionally secretive culture of most stokvels.

The exact nature of Sun Multi Serve's activities is not clear. Mr Victor Monamudi, spokesman, said it was a non-profit-making organisation which had "given black South Africans hope that they can be players in the economic growth of their country".

However, promises of a threefold return on savings and the exponential growth it has experienced since its launch in February have captivated Sun Multi Serve outside the traditional realm of the stokvel.

It has also been in conflict with its bankers, who have labelled it a "Get Rich Scheme".

Mr Tim Store, chartered accountant appointed to manage the frozen fund, said Sun Multi Serve had outgrown his claim to be community-based.

While the registrar had acted to protect investors, policymakers needed to address problems experienced in the convergence of the informal and formal economies. "The concept of stokvels is not understood. It's a huge movement and there is a lot of confusion."

Arab pressure will grow on 'haven' for Islamic dissidents

Mr Saad Al Faguih, director of the London-based Saudi Islamist organisation whose leader Mr Mohammed al Masaari has been ordered to leave the UK, said yesterday the dissident group would continue operating from its London office.

"If Masaari is deported, our activity will go on and our basic office will stay in London," he said.

Mr al Masaari loses his appeal and is forced to leave, his organisation will continue dismantling British and Saudi authorities by continuing what he and his supporters have been doing for nearly two years: from a non-descript apartment in north-west London bombarding Saudi Arabian offices and embassies around the world with faxes telling wild tales of royal family corruption and alleged incompetence by princes, spiced with

accusations of sexual peccadilloes.

The departure of Mr al Masaari would make other Arab countries envious. Middle East and North African governments have long argued that London has become too comfortable a base for Islamic dissent and attacks on Arab regimes. "This will open a Pandora's box and others will ask the British government for the same treatment," warned a lawyer who has represented Islamists.

Tunisia, Algeria and Egypt have been lobbying the British Foreign Office to get rid of their Islamic fundamentalist dissidents, but none has Saudi Arabia's clout nor the nuisance factor that Saudi Arabia poses for British business.

Foreign Office officials have maintained there is little they can do as long as British law is not broken.

Algerian officials claim that

at least one cell of the Armed Islamic Group (GIA), responsible for the most heinous crimes in the four-year struggle against the Algerian authorities, operates from Britain and contributes to a publication which incites violence in Algeria.

Although UK officials do not dispute the existence of GIA supporters in Britain, they insist the Algerians are being watched and that Britain can only act when evidence of involvement in terrorist attacks arises.

The Algerian government was relieved recently when, after a spate of bomb attacks in France this summer blamed on Algerians, French authorities joined the call for a crackdown on Algerian Islamists in Britain.

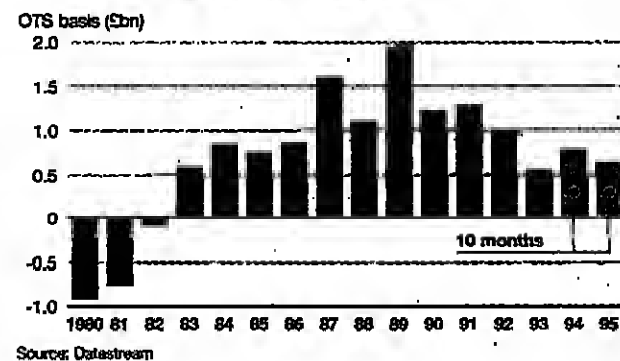
As a result, and apparently after the French provided British with evidence, British police arrested a group of Alge-

rians in November. One suspect faces extradition to France and has been remanded in custody until February 1.

Perhaps the best-known Islamist leader to have chosen London as his base - and the least likely to be forced to leave - is Mr Rached el Ghannouchi, leader of the Tunisian El-Nahda movement. Mr Ghannouchi, whose organisation is non-violent but whose supporters face repression in Tunisia, was granted political asylum in Britain in 1995.

The Tunisian government wants to see Mr Ghannouchi, considered a moderate Islamist, deported and has often pointed to his links to Palestinian and Algerian Islamists; as proof of more radical intentions. The British authorities are aware that Mr Ghannouchi raises money in Britain to send to Tunisia but have no reason to believe the money goes anywhere but to help families of

UK trade with Saudi Arabia



detainees.

Egypt's Moslem Brotherhood, which also rejects violence, has had a presence in Britain for years. But Egypt, which has cracked down on the Brotherhood in recent months, has claimed that Britain harbours leaders of more extremist Egyptian Islamic organisations who send instructions and funding to militants inside Egypt.

Moderate Islamists in Britain have been feeling the increased pressure in the last year. They have responded by attempting to clean up their image and distance themselves from the

extremist groups.

Algeria's Islamic Salvation Front (FIS), the party which had been poised to win elections in 1991, is said to have recently designated only one person as its spokesman in Britain, so as to draw a clear line between the FIS and the GIA. Mr al Masaari now has a public relations consultant who has been helping to shape a kinder, gentler image, and the Moslem Brotherhood last September launched a new centre to attract moderate Islamist speakers.

Roula Khalaf

Saddam 'came close to psychological collapse'

By Bruce Clark, Diplomatic Correspondent

Iraq's President Saddam Hussein was surprised and delighted when US-led forces ended the Gulf War sooner than he expected, according to a British television series which reviews the conflict through the eyes of its main players.

The documentaries also confirm that General Colin Powell - in line with his reputation for political caution - led the camp of "doves" in the US who wanted the fighting to stop as soon as the immediate goals had been achieved.

The series suggests that fear of mounting casualties, on the Iraqi as well as the coalition side, and the effect this would have on US opinion, was the main reason for the ceasefire announcement on the evening of February 27, 1991.

The rapidly-changing mood in Baghdad during the final hours of the war was described by General Wafiq Samerai,

who was Baghdad's military intelligence chief at the time but defected last December.

He said the Iraqi President came close to psychological collapse after his forces fled Kuwait.

"Saddam thought that his downfall was imminent," said the ex-intelligence chief. "Do you think the allies will come as far as Baghdad?" he recalls the Iraqi leader asking, in a "quite desperate" tone.

In Washington, meanwhile, Gen Powell was putting to President George Bush the arguments in favour of an early end to the war - without attempting to wipe out the elite Republican Guard or seize the Iraqi capital.

"I pointed out that we were starting to see some scenes that were unpleasant," Gen Powell says in the documentary - referring to the footage of thousands of charred Iraqi corpses, strewn across the road north from Kuwait.

Gen Powell says he wanted to avoid "additional loss of life

on the part of the American and coalition forces, or on the part of Iraqi youngsters."

Gen Norman Schwarzkopf, the coalition commander, makes clear that he accepted the political case against marching to Baghdad: France and several Arab states would have quit the coalition, leaving the US and UK alone.

However, his deputy, Gen Calvin Waller, remembers exclaiming "that's hullshit" when informed that a ceasefire was imminent. "We have not accomplished our mission," he protested, only to be told that President Bush had made up his mind.

In Baghdad, the news was greeted with jubilation by President Saddam. "His mood changed just like that, he felt himself to be a great, great hero," according to Gen Samerai.

"His morale rose from zero to one hundred," *The Gulf War, a Fine Art Production for BBC News, in four parts starting on January 7.*

Guatemalan strongman seeks proxy comeback

By Fiona Neill in Guatemala City

Guatemalans will choose a new president on Sunday in elections which pit a right-wing member of the exclusive white elite against a populist lawyer backed by a former dictator.

Mr Alvaro Arzu, leader of the pro-business National Advancement party (PAN), narrowly leads the polls with promises to continue Guatemala's stab at pro-market economic reform, attack corruption and reduce discrimination against the majority indigenous population.

But support for Mr Alfonso Portillo, candidate of the Guatemalan Republic Front (FRG), has grown since the first round of elections in November, leaving Sunday's race open.

Mr Portillo is standing in for religious firebrand General Efraim Rios Montt, who was prevented from running as a candidate for his party last

year by a constitutional ban on former coup leaders.

But Gen Rios Montt, who is accused of presiding over the killing of thousands of peasants during his 17-month regime in the 1980s, still dominates the FRG. Supporters wear T-shirts that declare: "Portillo to the presidency. Rios Montt to power".

Mr Arzu's impeccable pedigree - he can trace his roots back to 17th century Russia - and his business-friendly discourse have virtually guaranteed him the support of the private sector and incipient urban middle class.

He has promised to increase Guatemala's low tax take by clamping down on evasion rather than increasing taxes and has pledged to continue the tight monetary policies of President Ramiro de Leon Carpio.

His chief skill has been to sell his party as a team of able and honest technocrats, while he has also managed to win over several high-profile leftist academics to his camp to advise on social issues. He even enjoys the backing of key members of the armed forces, still Guatemala's most significant power broker. But he suffers from a lack of charisma and has proven ill at ease in public debate.

Mr Portillo, a former guerrilla sympathiser who spent much of the 1980s in exile in Mexico, is in contrast a skilled career politician who has flirted with left and right in his bid to conquer the murky world of Guatemalan politics.

His latest reincarnation as protégé of one of Guatemala's most notorious military rulers is a gamble. But despite Gen Rios Montt's international image as a human rights pariah, he enjoys widespread support in Guatemala, where some favour a return to the strongman politics of the past.

Mr Portillo has capitalised on the general's macho image with a strong law-and-order message against a backdrop of rising kidnappings and deaths.

Roula Khalaf

INTERNATIONAL NEWS DIGEST

Few changes in Egypt's cabinet

Egypt's new government was sworn in yesterday at a ceremony led by President Hosni Mubarak. Mr Kamal el Ganzouri, the new prime minister, made very few ministerial changes. The main portfolios of foreign affairs, defence, information and interior remain the same but there are changes in the economic and finance team.

Mr Nawal el Tawaji, a former investment banker, becomes minister of economy and international co-operation, and Mr Moheldine el Gharib, former director of the much criticised and ineffective General Investment Authority, becomes finance minister. Mr Yousef Boutros Ghali, who played a key role in talks with the International Monetary Fund and World Bank, has been moved from minister for international co-operation to a new and undefined post of minister of state for "economic follow-up".

James Whittington, Cairo

South African police 'bugged'

South Africa's police chief said yesterday spies were snooping on his force in a bugging row that has drawn in the National Intelligence Agency and Mr Thabo Mbeki, the deputy president. Commissioner George Pivaz said in a statement the home phone of a senior police service member had been found to be bugged and a listening device had been found in the office of Gauteng provincial police commissioner Sharma Maharaj.

Reuter, Johannesburg

Argentine inflation falls

Argentina has posted its lowest annual inflation rate in more than 50 years, with retail price growth in 1995 at 1.6 per cent - fully two per cent lower than the government's official forecast a year earlier. The fall from a 1994 rate of 4.1 per cent gave the country its lowest level of inflation since 1944, a dramatic departure from the country's hyper-inflationary recent past.

Mathew Doman, Buenos Aires

GLOBAL CONFERENCE ON INDIAN TRADE AND INVESTMENT

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UNION MINISTER FOR FINANCE

ON 16TH & 17TH JANUARY '96 AT TAJ MAHAL HOTEL, BOMBAY

PARTICIPATION FEES:
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US\$ 400 FOR FOREIGN DELEGATES

FOR DETAILS CONTACT:
Mrs. R. Naik, Executive Secretary (AIAT)
106, Ulltam House, 69, P.D. Mello Road, Masjid, Bombay 400 009
Phone: 91-22-3412632 2643 Fax: 91-22-3415685 2660992

UNION MINISTERS, UNION SECRETARIES AND CHIEF MINISTERS OF VARIOUS STATES SHALL ADDRESS THIS GLOBAL MEET.

THE ALL-INDIA ASSOCIATION OF INDUSTRIES (AIAT)
40 YEARS OF SERVICE

Fast-selling new generation of anti-depressants drives up US results in nervous system sector

Strong US sales boost world drug performance

By Daniel Green

World drugs sales grew at their fastest rate last year since the early 1990s, according to data published today.

Sales in the world's 10 biggest markets grew by 3 per cent to \$11.4bn for the 10 months to October, compared with 5 per cent growth in the comparable period of 1994, according to IMS International, the specialist pharmaceuticals industry market researchers.

Growth is being driven by the US, the world's biggest drugs market, where sales

rose 10 per cent to \$4.7bn.

The figures suggest that the US market depends increasingly on the buoyant nervous system drug sector, which includes a fast-selling new generation of anti-depressants such as Prozac, made by US drug company Eli Lilly.

Nervous system drugs sales in the US alone amounted to \$8.4bn, or 18 per cent of the market. Sales in the sector were 12 per cent higher than a year ago. They have yet to make their greatest impact in the rest of the world, amounting for 12 per cent of European

sales and just 5 per cent of the Japanese market.

The fastest growing sector was respiratory drugs, which include asthma inhalers, where sales of \$1.5bn were 14 per cent higher than a year ago in constant currency terms.

Heart drugs remain the biggest single area, with sales of \$20.8bn, but growth was only 5 per cent up on the first 10 months of 1994, held back in part by increasing competition.

The Japanese market, second only to the US, grew faster than the average, with sales up 9 per cent to \$21.9bn.

World pharmacy drug purchases January-July 1994 in US dollars

	N. America	Japan	Germany	France	Italy	UK	Spain	Netherlands	Belgium
Cardiovascular	7,510	3,366	3,174	2,852	1,355	857	781	311	326
Alimentary/Metabolism	7,720	4,039	2,345	1,937	1,072	1,030	651	384	248
Central Nervous System	8,374	1,075	1,490	1,474	837	725	486	207	284
Anti-infectives	4,422	2,901	975	1,590	824	377	494	105	196
Respiratory	5,094	1,944	1,444	1,024	444	784	381	242	156
Blood Agents	2,243	2,012	551	751	370	98	230	85	69
Musculo-Skeletal	1,921	2,093	702	595	373	315	205	71	86
Others	10,359	4,512	2,980	2,019	1,213	973	997	310	283
Total	47,643	21,942	13,651	12,342	6,308	5,157	3,635	1,715	1,628
% Change**	10	9	7	6	4	8	11	6	7

Source: IMS International

**Non-hospital market only. *Increase excluding effects of currency fluctuations

Japan has been one of the year's fastest growing markets since the start of the year when a particularly serious influenza season boosted sales of respiratory drugs and antibiotics.

The pace of growth in France edged ahead. Sales growth of 6 per cent, to \$12.3bn, was a

percentage point higher than in the year to September. German growth remained at 7 per cent with sales of \$13.6bn, while Italy, where the government has introduced stringent spending control measures, saw drug sales rise 4 per cent to \$6.3bn. This is nevertheless a sharp turnaround for Italy.

In the first 10 months of 1994, after an earlier round of spending controls, sales fell 6 per cent.

The UK continued to grow strongly in 1995 from a relatively low base. Sales grew 8 per cent to \$5.2bn. The UK was the only country to be growing at the same pace as a year ago.

Change in law could save banks millions

By Alison Smith, Investment Correspondent

The British government is planning to repeal 19th-century legislation on cheque clearing in a move that should speed up the process and save UK banks several millions of pounds a year.

Shifting to a new system in which the details of cheques can be read and transmitted electronically, and the cheques themselves do not have to be presented at the bank branch on which they are drawn, would bring the UK into line with most

other European Union countries. The Treasury intends to announce the plans before the end of this month and the change is to be made using powers under the Deregulation and Contracting Out Act.

Provided that no problems arise from the consultation exercise this procedure demands, the repeal of section 45 of the Bills of Exchange Act 1882 should take effect before the end of the current parliamentary session.

At present, when a cheque is processed, although the banks can deal with it electronically, they also

have to move millions of pieces of paper - up to 10m cheques are processed each day - from their clearing centres to their branches. The change in the law would cut out significant amounts of paperwork, since the banks would no longer have to return cheques to individual branches.

The impact of the change will be felt over the next few years, as banks upgrade their clearing technology, but it is not expected to affect the speed with which cheques are cleared.

Most clearing banks already operate a three-day clearing cycle, and some

argue that even if it becomes possible, customers would not favour a shorter period, since it would mean that money left their accounts faster.

The Association for Payment Clearing Services said it did not expect the change to have much impact on banking jobs, since the banks had already made considerable changes to their processing centres, and the savings would predominantly come from reducing the paperwork.

Within the next couple of months the clearing banks are also expected to make a change in their

own processing arrangements. The move to interbank data exchange will mean that instead of the clearing centres both of the bank that receives the cheque and the bank on which it is drawn electronically capturing the data on the piece of paper, only the bank receiving it will do so.

The repeal of the old legislation was recommended by the Jack committee on banking services in 1989, but the government did not find time for the parliamentary bill the move would have required before the deregulation act gave ministers new powers.

Orange ahead in digital phone battleground

By Alan Cane

Hutchison Orange, the newest of Britain's four mobile phone operators, has surprised its longer established competitors by attracting 50,000 new digital subscribers in December, well ahead of both its own and industry expectations.

The performance of Orange, still less than two years old, suggests that it is making much of the running in the battle for leadership of the UK's emerging digital mobile telephone business, which will dominate the market by the turn of the century.

The company, which is expected to float later this year with an estimated market capitalisation of more than £2bn (\$3.1bn), has won the respect of its rivals who have agreed that its innovative pricing packages and decision to invest heavily in its network were strategically correct.

Vodafone, the UK market leader, has this month introduced new tariffs which copy Orange's "per second" pricing and call charges handled in with monthly rental fees.

Vodafone's decision to compete on price indicates that Orange's "honeymoon" is over - that it has been allowed enough time to establish itself and that its larger rivals are sufficiently worried by its

growth to retaliate directly. It now claims a total of 380,000 digital subscribers, only 20,000 behind Vodafone, which signed only about 25,000 new digital subscribers in December. Cellnet, in which British Telecommunications has a majority stake, claimed 40,000, bringing its total digital customers to 256,000.

The two older companies are handicapped by the need to service and maintain their existing analogue networks and by a scarcity of digital spectrum (the radio wave-lengths necessary to carry digital signals). Orange and Mercury One-2-One, which like Orange offers only digital services, have sufficient capacity to support 10m customers each.

Vodafone and Cellnet have asked the government for extra capacity in the part of the spectrum now used by Orange and One-2-One but the decision has been repeatedly delayed. The Department of Trade and Industry said yesterday that it was still considering submissions and would make its decision in due course.

Digital telephony offers higher capacity, better quality of service and lower costs compared with existing analogue networks. It is expected to become the mobile standard by 2000.

UK NEWS DIGEST

£5m deal for Mid-Wales

Mid-Wales has won its first Japanese direct investment with a £5m (\$7.6m) project announced yesterday. Shimizu Industry is to produce plastic products, principally for the automotive industry, at a 13,000 sq ft factory in Newtown, Powys.

The project, which is grant-aided, is expected to create 45 jobs in a phased expansion programme. It will be Shimizu's first manufacturing base in Europe. The company's customers include Honda, Toyota, Mitsubishi and Nissan. Shimizu's application for grants was processed within 10 weeks of its initial inquiry to the Development Board for Rural Wales.

Although Wales has attracted nearly 50 companies from Japan - these employ around 13,000 people - most are centred in South or North Wales. Mr David Rowe-Bodde, chairman of the development board, who recently visited Shimizu to clinch the deal, said he believed other international firms would follow the Japanese lead in Mid Wales.

Roland Adburgham

Car workers reject offer

Vauxhall car workers yesterday rejected the company's three-year pay offer following mass meetings at factories in Luton, Bedfordshire, and Ellesmere Port in Cheshire. The workers voted overwhelmingly against accepting an offer of a 4.5 per cent pay rise now, followed by an increase in line with inflation over the next two years as well as a one-hour cut in the 39-hour week.

Union officials will now urge the company to improve the offer, made at a series of marathon meetings between the two sides before Christmas. Vauxhall said it was disappointed, but was still evaluating its position.

Andrew Bolger

Ford in 'unique' race deal

Ford said yesterday it is entering a "unique" business relationship with three-times world grand prix champion Jackie Stewart, under which the Scottish businessman will mount a £26m-£30m a year campaign to win the Formula One world championship for the company.

Mr Stewart is to become chairman of a new team, Stewart Grand Prix, to be based at Milton Keynes in Buckinghamshire, southern England.

His son Paul, who heads another racing company, Paul Stewart Racing, is to be managing director. Jackie Stewart, who has been a consultant for Ford for 31 years, has signed a five-year agreement with north America's second-biggest vehicle maker under which SGP will have exclusive access to a new grand prix engine developed by the Vickers' Cosworth Engineering subsidiary in Northampton.

John Griffiths

Insurers braced for claims

Insurance companies are braced for substantial claims resulting from the effects of cold weather - such as burst water pipes - but yesterday played down predictions that the damage could cost as much as £300m.

The £500m forecast by Balcombe, the loss assessment group, would rank the problems caused by the rapid thawing of frozen pipes among the most costly incidents to hit UK insurers in recent years. Problems, however, have been concentrated in northern England and Scotland. The lower propensity to buy insurance in those regions, and the lower value of properties, is likely to cut the total cost to the insurance companies.

Ralph Atkins, Insurance Correspondent

Earldom decision in balance

Scotland's King of Arms, the Lord Lyon, was last night beginning his deliberations to decide who should be the next Earl of Selkirk. He is considering counter claims by Conservative MP Lord James Douglas-Hamilton and his cousin Mr Alastair Douglas-Hamilton to succeed their uncle, the 10th Earl, who died in 1934 without leaving any sons. Also at stake is a £500,000 legacy and a seat in the House of Lords. The Lord Lyon, Sir Malcolm Innes of Edingburgh, is expected to take several months to reach his judgment.

Press Association

Marketing campaign will set out to win over hostile small investors

Rail sell-off 'sober and serious'

By Charles Batchelor and Geoff Dyer

Railtrack, the company which has taken over British Rail's track, stations and signalling, will be sold to small investors and the City with a "sober and serious" information campaign, said Mr Richard Aitken, director of the company's privatisation director.

This approach reflects the greater sophistication of private investors now and the cautious, even hostile, view taken by many people to the whole idea of rail privatisation. Railtrack's flotation is estimated to value the company at between £1.5bn and £2bn (\$2.29bn-\$3.06bn), while the number of UK share owners has risen from 2m ahead of the

first British Telecom share sale in 1984 to about 11m. The greater sophistication of the general investor and the more modest size of the flotation will mean that the government expects to get away with a marketing campaign costing "just" £4m compared with the £40m at today's prices spent on British Gas.

The public's jaundiced view of rail privatisation will also be reflected in the marketing campaign. "Four years ago we might have promoted it as a symbol of the renaissance of the railway but there is not much appetite for that now," said Mr David Freund, managing director of SBC Warburg, which is co-ordinating the share sale internationally. The campaign will point out

that more than 90 per cent of Railtrack's £2.3bn revenues comes in the form of track access fees paid by the train operating companies which are in turn backed by subsidies guaranteed for the life of their franchises of between seven and 15 years.

This concentration on the factual detail of the company and its activities is a response to the complexity of rail privatisation and the smokescreen thrown up by Labour's attacks on the whole idea have combined to confuse the general public and the City alike.

Since Railtrack was only established in April 1994, the government will need to spend more time explaining its attractions. It is also a flotation which

will be particularly liable to political circumstances. The Labour party has opposed previous privatisations but the Railtrack flotation will be closer to a general election. Even if after flotation Labour decided against renationalisation, there is still the risk that a future Labour government would change the regulatory structure.

To help counter these fears, the government hopes to sell at least 30 per cent of the shares to private investors by offering them a discount on the price for institutions.

The flotation price will be the last detail to be announced but investors will have an idea of the price range when the public prospectus is published in April or early May.

Labour leader sceptical on single currency

By Robert Shrimley, Lobby Correspondent

The British people are not yet ready to accept a single currency, Mr Tony Blair told Japanese business leaders in Tokyo.

In a speech to the Keidanren, the Japanese business confederation, the leader of Britain's opposition Labour party stressed the importance of a "clear commitment to the European Union but said the conditions for British membership of a single currency did not yet exist.

He said Labour saw clear benefits in terms of "trade and stability" and understood why "other countries are keen to see currency union". However, in a surprisingly sceptical passage Mr Blair added "For it to work there must be real economic convergence in the main countries. It is essential after the problems of the exchange rate mechanism to get this issue right."

"At present neither the economic conditions nor the political consent for such a move exist," he said. His comments came as Mr Jacques Santer, president of the European Commission, attempted to maintain the momentum for currency union, saying preparations were well on course for the start of 1999.

"Any attempt to delay monetary union is unacceptable," Mr Santer said on BBC radio. He predicted that between seven and nine member states would be ready to go ahead with monetary union in January 1999, irrespective of the British opt out.

Mr Blair's observations on Europe came at the end of a wide-ranging speech which sought to reassure Japanese businessmen that a Labour government would not impose economic policies which threatened inward investment.

Accepting the new challenges of globalisation, Mr Blair said "Our tax rates need to be internationally as well as nationally competitive." In a bid to shed the image of state interference which dogged Labour in the past, Mr Blair insisted he would not turn the clock back to the 1970s, and reiterated Labour's commitment to lifelong education and training.

"Knowledge is the currency of international business. Only if we become the knowledge capital of Europe will we become the extrajurisdictional capital of Europe," the "wellsprings" of national prosperity were "knowledge, infrastructure and technology". Only by long-term investment in these could a country meet the challenge of globalisation, he said.



WATER INDUSTRY ACT 1991 SECTIONS 7, 8 AND 13 PROPOSALS BY THE DIRECTOR GENERAL OF WATER SERVICES FOR

- (1) THE TERMINATION OF THE APPOINTMENT OF NORTH EAST WATER PLC AS A WATER UNDERTAKER
- (2) ITS REPLACEMENT BY NORTHUMBRIAN WATER LIMITED AND
- (3) THE AMENDMENT OF THE CONDITIONS OF APPOINTMENT OF NORTHUMBRIAN WATER LIMITED

The process of public consultation

This notice begins a process of public consultation. Representations about, or objections to, any of the proposals described below must be in writing and sent to the Director General of Water Services, Centre City Tower, 7 Hill Street, Birmingham B5 4UA (fax 0121 625 1475) so as to be received by him no later than 1700 hours on 5 February 1996. Please quote reference LEG.

Outline of the proposals

Lyonnais Europe plc ("Lyonnais") owns North East Water plc ("NEW") which holds an Appointment as water undertaker. Lyonnais has made an offer for Northumbrian Water Group plc, which owns Northumbrian Water Ltd ("Northumbrian") which holds Appointments as a water and a sewerage undertaker.

As a condition of the merger, Lyonnais agreed to give certain undertakings to the Secretary of State for Trade and Industry. Their primary purpose is to ensure that the Appointments held by NEW and Northumbrian should be replaced by a single Appointment of one company as water undertaker and sewerage undertaker for the whole of the areas now served by Northumbrian and NEW.

It is proposed that:-

- (1) the Appointment of NEW as a water undertaker should be terminated;
- (2) the Appointment as a water undertaker of Northumbrian should be varied, to include the area currently served by NEW (Northumbrian already provides sewerage services to that area); and
- (3) the conditions of appointment of Northumbrian should be modified as described below.

Note: Lyonnais has requested that NEW might replace Northumbrian (instead of Northumbrian replacing NEW) if it can satisfy the Director that there are good reasons to do so and that NEW is a fit and proper company to hold Appointments as both water and sewerage undertaker for the areas now served by the two companies. If that happens, the proposals noted below will apply to the Appointments of NEW as the water and the sewerage undertaker for the enlarged area and Northumbrian's Appointments will be terminated.

EXPLANATION OF PROPOSALS

1. The replacement of NEW by Northumbrian

The Director considers that, whenever the holders of Appointments as water or sewerage undertakers come under common ownership and control, customers' interests are best served by a single water or sewerage undertaker, operating under a single Appointment.

The case is reinforced when, as here, Northumbrian holds Appointments both as a water and a sewerage undertaker and provides sewerage services to the area of its neighbouring water undertaker, NEW. Therefore, the Director proposes that, with effect on 1 April 1996, the Appointment of NEW should be terminated and that of Northumbrian as a water undertaker should be varied to include the area now served by NEW.

2. The modification of the conditions of Northumbrian's Appointment

Proposed price reductions for water services

Each Appointee is permitted to increase its average charges by the annual change in the Retail Price Index, plus or minus a percentage called K. The K factors were last set for the ten years which began on 1 April 1995.

The Director intends that the enlarged Northumbrian should be driven towards the leading edge of efficiency in the performance of its functions. This will enable him to make more rigorous comparisons with the performance of other Appointees, both generally and especially when reviewing price limits.

The Director believes that the combination of the water undertakings of Northumbrian and NEW will result in services which cost less than if the separate Appointments had continued. He wishes to secure for customers the benefit of cost reductions.

Amended K factors for the six Charging Years commencing 1 April 1996 and ending on 31 March 2002 will result in water service revenues in Northumbrian's enlarged area which are lower than they would have been if Northumbrian and NEW had continued to operate separately. The percentage reductions in those water service revenues will be:-

1996-97	1997-98	1998-99	1999-2000	2000-2001	2001-2002
1	1	2	10	12.5	15

If, as the conditions of appointment permit, the K factors are reviewed with effect from 1 April 2000, the impact of the price reduction now proposed will be preserved, whatever the outcome of that review.

Other proposed modifications

Further proposed modifications are designed to balance water service charges in the areas now served by Northumbrian and NEW, but also to allow time for Northumbrian to bring into balance the water service charges levied in those areas.

These modifications will:-

- ensure that, until 1 April 2000, no customer in the area now served by NEW pays any more for water services than it would have done if NEW had retained its Appointment;
- require that tariffs for water services now provided separately by Northumbrian and NEW must be in balance, as between those areas, by 1 April 2000;
- in the meantime, exempt temporary imbalances between water service charges payable by customers in those areas from enforcement action by the Director in respect of undue preference to, or undue discrimination against, any relevant classes of customer in those areas.

The existing Appointments of Northumbrian and NEW allow for interim determinations of K factors, between five or ten year (Periodic) Reviews. However Northumbrian's Appointment allows a greater range of circumstances in which that may happen. The termination of NEW's Appointment and the extension of Northumbrian's to cover NEW's area will apply those conditions to the enlarged area, but only for a limited period.

Consequently, on 1 April 2000, the conditions of Northumbrian's Appointment will cease to provide:-

- for an interim determination of K if the change in construction prices turns out to be different from that which was assumed when its K factors were last determined; and
- that the calculation of revised K factors will assume that the cost of funding capital investment involves only loan finance, and for appropriate comfort on interest cover, as now provided.

Draft finance legislation confirms revenue's back collection powers

Tax setback for multinationals

By Jim Kelly, Accountancy Correspondent

The Treasury yesterday used the Finance Bill - Budget proposals which a committee of MPs will be examining in detail over the coming months - to put beyond doubt the Inland Revenue's powers to collect back tax from large multinational companies.

The draft legislation disappointed those who had campaigned to try and restrict the Revenue's rights by putting a time limit on their ability to go back over past transactions.

Multinational companies and their advisers had argued that the legislation would give the Revenue's powers which were intrusive and unfair to the taxpayer.

The Revenue said it had always had the powers and had merely putting them into law in order to be sure it could meet legal challenges from multinational companies.

The issue at the heart of the row is transfer pricing - the methods by which companies allocate taxable profit to the different countries in which they operate.

Tax authorities have become more aggressive in trying to get their "fair share" from global companies. Despite international agreements large companies still find themselves under pressure from tax authorities.

Labour yesterday prepared to use the Finance Bill, which turns into law the provisions of last November's Budget, to compound the government's parlous position at Westminster by exploiting anxiety among some Conservatives about plans to introduce the new self-assessment tax system, *John Ruggier writes*.

The bill, although 50 clauses longer than last year's, contained no big surprises and seemed designed to give ministers as few potential pitfalls as possible when it is introduced to the Commons shortly after MPs return from their Christmas recess next week.

Mrs Angela Knight, the economic secretary to the Treasury, said the bill contained "a considerable number of popular themes", adding: "I don't anticipate any difficulties in taking it through."

More than 80 per cent of the world's multinational companies are understood to have been in dispute with tax authorities over transfer pricing - according to a survey by accountants Ernst & Young.

Last year the Treasury said it would use the Finance Bill to "remove any doubts about the Inland Revenue's procedures in this area". The new legislation would cover "transactions which have already taken place".

"They have not taken account of the representations made to them as yet," said Mr Jim Marshall, head of international tax at KPMG. "They have not addressed the issue of concern - we are worried about their powers to go back over past years."

The composition of the standing committee will be announced after the bill receives its second reading on January 15, and Labour expressed confidence it would be able to entice some Tory backbench support for specific amendments.

With the Conservatives in particularly feeble mood following the defection last week of Miss Emma Nicholson to the Liberal Democrats, Labour will portray any change to the legislation, however technical, as a government setback.

"The Tories are in such disarray that they'll be hard pressed to fill their select committee seats with people they can be sure of voting the right way," said Mr Andrew Smith, the shadow chief secretary. "If they think they're in for an easy ride they've got a shock in store."

Mr Marshall said it was wrong that the Revenue could demand information on "ancient" transactions. KPMG had suggested that a time limit be placed on the Revenue's powers in this area of six years.

Mr Marshall said that he expected there to be further consultation on the way in which such tax was raised and that there was still a chance some kind of time limit could be added to the bill.

The Revenue has the power, now confirmed in law, to go back and investigate if a company has fairly allocated its profits in those years where the final tax bill for the company has not been settled.

Glaxo Wellcome, the pharmaceuticals group, has recently twice tried to challenge the Revenue's powers on transfer pricing. It has failed both at the High Court and Court of Appeal. It has, as yet, not announced whether it will pursue the matter further.

RECRUITMENT

JOB: How to give the appearance of being in more than one place at the same time

Conjuring up the instant office

If you let your fingers take a walk through any business directory, you will find dozens of companies that have exploited the language of the new in their titles.

The combinations prefixed by techno and compu are as popular today as those which in earlier days may have used auto and aero. One word which seems to be making this breakthrough into business nomenclature is "virtual". It feels as modern as... well as "modern" did in the 1960s.

So if you prefix whatever you do with the word "virtual", it gives it the feel of a bang up-to-date enterprise.

But what does this new application mean? It emerged with computer simulation giving the impression of moving within a three-dimensional landscape, hence virtual reality to denote the illusion of reality. Now it is being linked with almost anything. Had this type of usage been around during the

consumer revolution of the 1950s and 1960s, we might have had virtual coffee and virtual potatoes.

Instead we have something called the virtual office. The concept has been around in companies for a while, covering everything from hot desking - multiple user desks - to technical systems which can maintain communications with workers who are constantly on the move, whose office can be their hotel room or company car. Now it can be bought "off the shelf" to provide the illusion of big company back-up to the self-employed.

Richard Nissen has bundled the ideas together into a business he has called, not surprisingly, The Virtual Office. Nissen has an inventive mind which he inherited from his grandfather, who brought us the Nissen but, or what today might be called the virtual living space.

Nissen has progressed from the but to a smart address in Piccadilly which he uses to rent out temporary office space to anyone who

needs it. A progression from this was to establish a switchboard and telephone system which can take in and transfer calls, messages or mail anywhere in the world. There is also an area he calls a "touch-down space", not much bigger than a broom cupboard, which can be rented by the mobile worker to make telephone calls, send or receive faxes, or plug a lap-top computer into an electricity supply.

This arrangement, therefore, allows an individual to create the illusion of being in more than one place at the same time. Nissen has some 250 clients using his virtual office. One of them, Jane Deuser, of Deuser Clark-Son Business Development, is travelling regularly between London and New York with business in both countries. Deuser runs a consultancy advising people how to get a business off the ground, including devising business plans and finding venture capital.

While she can work from her home in New York or her office in Tooting in south London, she often needs to come into the centre for meetings with clients. The virtual office gives her a temporary base. Calls to either her office in New York or the UK are routed through the Tooting office to wherever she happens to be.

She says: "When I'm in London, I can come in here and take a couple of phone calls. I can meet people here as if it was my business address. I can even hire out a meeting room upstairs by the hour if I need one. I have a full secretarial back-up and I'm on CompuServe so I can take and send E-mail messages."

"It's important for me to have the image that I'm everywhere at the same time. If people in the UK think I'm in New York, they won't call me. But with this system there is no need for me to say that I am out of the country."

Deuser reckons the service works

Nationality of mid-rank manager	Gross salary in home-land £	Cost of keeping up home-country pattern of spending on consumer goods when in: United Kingdom £	United States £	Switzerland £	Netherlands £	Germany £	France £	Australia £	Hong Kong £	Singapore £	South Africa £
British	41,323	11,541	13,554	26,506	16,667	19,506	19,029	13,908	17,348	18,041	10,508
American	60,048	16,320	18,376	29,977	20,929	23,118	22,737	15,676	20,427	19,481	12,335
Swiss	101,782	16,411	16,418	26,817	19,588	22,651	22,389	16,937	21,637	21,660	14,777
Dutch	61,810	11,010	11,519	21,674	12,568	16,001	15,695	11,678	14,831	15,256	8,925
German	80,944	13,589	13,533	25,722	16,718	17,656	18,900	14,047	18,253	18,591	11,291
French	63,985	14,677	14,551	28,083	18,244	20,413	18,615	14,835	19,030	19,073	11,989
Australian	40,249	12,402	11,733	22,976	15,275	17,087	16,655	11,140	15,942	18,496	9,379
Hong Kong	65,834	21,723	23,018	43,640	27,806	31,858	30,926	22,164	22,598	25,729	18,085
Singaporean	56,863	19,202	19,045	36,365	24,249	27,406	26,454	16,682	22,567	18,106	13,514
South Africa	28,542	9,672	9,530	18,562	12,188	13,750	13,468	9,820	12,605	12,614	6,866

* Gross salary in home country based on middle management position.

out at about £125 a month. It costs her £76 a month to maintain, with the cost of telephone calls on top of this. It is also flexible.

"I had a huge project in the states which lasted six months so I did not take the service during that time," she says.

Nissen has now invented his own recruitment system which he calls Job Sort. He used it successfully to recruit a book keeper.

The system works like this: the job is advertised in a newspaper, asking the prospective candidate to phone a particular telephone number. When they call, they hear a recorded message asking them to outline a few details, such as name and address, and to give a three-minute presentation explaining why they would be right for the job. The uncommitted ones hang up and do

not return. The clever ones who want the job hang up and work at their presentation before calling back.

Nissen can then play back all the recorded presentations to draw up a shortlist. He hopes to develop the idea in partnership with someone with human resource experience who could make the system marketable as a recruitment tool.

People thinking of going abroad with their companies might find the purchasing power of their salaries a useful figure when negotiating their package. With this in mind, the Employment Conditions Abroad consultancy has provided the data for the table above.

It shows how much it would cost to maintain living standards overseas in the various countries. Japan is usually included but

because Japanese data has been late arriving. South Africa has been included in its place.

The figures are based on the salaries of a typical middle manager in a medium-sized company and his or her annual outlay on consumer goods, excluding housing.

The order is the same as last year, with Hong Kong managers topping the purchasing power table and Singapore and the US with Switzerland occupying second and third places respectively.

Currencies have been converted to sterling at mid-December exchange rates. For more information about the figures contact Barry Rodin, ECA, 15 Britten Street, London SW3 3TY. Tel 0171 351 5000, fax 0171 351 9396.

Richard Donkin



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INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

Mercedes-Benz sees record sales

Mercedes-Benz, the German luxury vehicles and trucks group, expects sales to reach a record of more than 600,000 cars this year as the company benefits from new models and strong demand in most markets. Mr Jurgen Hubbert, head of the passenger cars division, gave no indication of the effect of the higher turnover on earnings. However, he said profits for 1995, to be disclosed at the end of this month, would be ahead of the DML8bn (\$1.24bn) made after tax in 1994.

The group sold more than 590,000 vehicles last year, almost exceeding its 1994 record. However, sales in 1995 were held back by weaker demand in Germany and the replacement of the important mid-range E class model. Outside Germany, the group performed strongly, with a 1 per cent rise in sales abroad to a record of more than 342,000 units. Registrations in the US climbed by 5 per cent to 76,752, while Japanese sales also increased by 5 per cent. Sales in the western European market advanced by 1 per cent, while registrations rose 13 per cent in south America and by 8 per cent in the far East.

Mr Hubbert said last year's strong US showing had prompted the group to upgrade its forecasts to 85,000 this year. By 2000, Mercedes-Benz expects to be selling 200,000 vehicles in the US. Most of the boost will come from new models in the pipeline. However, the biggest impact in the US will come from the new All-Activity-Vehicle, to be built at a new factory in Alabama.

Mr Bernd Pischetsrieder, chairman of BMW, the German luxury cars group, said sales last year rose by 3 per cent to about 585,000 units from 569,000 in 1994. Sales at Rover, the UK car maker owned by BMW, climbed by 2 per cent to about 484,000 from 475,000 in 1994, he said. *Hoig Simonian, Detroit*

Accor, VW agree on Europcar

Accor, the French hotel group, and Volkswagen, the German carmaker, have agreed on a new strategy, including management changes and a capital increase, to try to pull their loss-making Europcar joint venture into profit by 1997. The move follows VW's apparent failure to find a buyer for its half share in Europcar, and were warmly welcomed by Accor yesterday. "We are very happy that VW has now abandoned any idea of selling its share and has joined our position of trying to rescue Europcar," Accor said yesterday.

The new strategy essentially involves giving higher management priority to Europcar. The number of members of Europcar's board is to be halved to comprise two VW board members, Mr Peter Hartz and Mr Bruno Adelt, and Accor's two joint chairmen, Mr Paul Dubrule and Mr Gérard Pélissier. In addition to streamlining the Europcar board, its management is to be simplified. With Mr Hartz as Europcar chairman, a senior Accor executive vice-president, Mr John Du Monceau, will become Europcar managing director. Hitherto responsible for Accor's restaurant and catering business, Mr Du Monceau will replace the previous management of Mr Olivier Devys of Accor and Mr Udo Schulke of VW.

Europcar's two shareholders have also agreed to convert FF7650m (\$132.22m) worth of the company's debt into equity, giving it an effective capital increase which "will please the banks", Mr Benjamin Cohen, Accor vice-president for finance, said yesterday. Europcar, which has a rental fleet of more than 100,000 cars, lost FF250m in 1994. Its two shareholders have given the company until 1997 to show a profit. *David Buchan, Paris*

Rockwool slips to DKr350m

Rockwool International, which will obtain a listing on the Copenhagen Stock Exchange today, reported a decline in pre-tax profits from DKr373m in 1994 to a preliminary DKr350m (\$62.73m) in 1995. Sales rose from DKr5.18bn in 1994 to DKr5.41bn. The company claims to be the world's largest producer of stone wool, used for insulation, with 16 factories in eight countries and 82 per cent of its sales taking place outside Denmark.

The group attributed the profits fall to the cost of launching a new, bio-dissolvable product in Germany and to falling demand for insulation material from the Dutch horticultural industry. A continued slow market in Germany means that the earnings in 1996 are likely to be lower than last year, the group said yesterday.

There will be no new issue to accompany today's listing. Rockwool's chief executive, Mr Tom Kihler, said the group, with equity capital of DKr2.5bn and an equity to assets ratio of 57 per cent, has no need of new capital at present. *Hilary Barnes, Copenhagen*

Poland sets up telecoms sell-off

The Polish government will prepare a privatisation plan of TPSA, its telecommunications monopoly, this year but is likely to offer only a minority stake initially, Mr Andrzej Zieliński, the telecommunications minister, said yesterday.

Among the options being considered were floating a stake in the company on the Warsaw Stock Exchange or selling equity to a strategic investor or to a group of passive investors, he added.

Mr Zieliński said that after offering minority equity for sale the government would consider allowing investors to extend their stake to above 50 per cent. He added that TPSA would continue to be the sole operator of international telephone connections until 2001 but that later in this decade the government might allow other companies to operate selected inter-city connections. *Reuter, Warsaw*

Share issue produces HK\$3.24bn for Citic Pacific

By Louise Lucas
in Hong Kong

Citic Pacific, the Hong Kong listed arm of Beijing's main domestic and international investment vehicle, yesterday placed HK\$3.24bn (US\$418m) worth of new shares, partly to fund a new investment in a bridge and toll road in Shanghai.

The bridge and toll road is already operating and will therefore bring in earnings from the 1995 financial year.

The group placed 120m shares at HK\$27 each, representing a 6.9 per cent discount to yesterday's closing price of HK\$29.

Some 80m of the new shares were taken up by institutions and the remainder by parent China International Trust and Investment Corporation (Hong Kong), a balance which sees the parent's stake slip by around 1 per cent to 42 per cent.

It is Citic Pacific's third big cash raising move in recent years, after the HK\$7.2bn issue in January 1993, which partly financed its purchase of a 12 per cent stake in Hong Kong Telecom, and the HK\$3.8bn cash call in April 1994 to pay for property and infrastructure developments.

The new funds will help to service short-term debt or remain on deposit, but HK\$800m has been earmarked for the Shanghai project and a further HK\$400m will fund the second phase of the Ligang power station in Jiangsu.

Mr Mike Warren, conglomerate analyst at W. I. Carr in Hong Kong, calculates the Shanghai project will provide the group with a further HK\$120m a year in earnings, based on a similar 16 per cent fixed rate of return on other investments in Shanghai.

"All in all this confirms that Citic Pacific is seeking to increase its China infrastructure contribution to net profits... Over the longer term this is a stock that all overseas investors should have in their portfolio as the most liquid and probably most transparent red chip in the market," he said.

In its interim results, Citic Pacific showed a 18 per cent contribution to profits from China infrastructure, up from 2.3 per cent previously.

The flotation of Dragon Airlines, a carrier largely serving China and controlled by Citic Pacific and Swire Pacific, in tandem with its aviation arm Cathay Pacific, could either be scrapped or delayed for some time.

The flotation, first mooted last autumn, is aimed at selling a stake to China National Aviation Corporation (CNAC), the airline subsidiary of the Civil Aviation Authority of China (CAAC), China's aviation regulator. It was expected to value Dragon Airlines at some HK\$9.5bn, according to market forecasts.

Although Citic recently said it had pulled out of negotiations to sell its 46 per cent stake in the airline to CNAC, it continues to support the flotation which would make it holding more liquid and force Dragon Air, a publicly listed entity, to become more transparent and accountable.

Boeing claims 70% of jet airliner market

By Christopher Parks
in Los Angeles

Boeing captured almost 70 per cent of the world market for commercial jet airliners last year, leaving Europe's Airbus consortium trailing with 15 per cent, the Seattle-based group claimed yesterday.

McDonnell Douglas took almost 10 per cent, with the balance shared between British Aerospace and Fokker of the Netherlands.

Confirming the industry's continuing recovery from slump, and 1994's dip when world orders tumbled to their lowest level in 10 years, Boeing said it booked firm orders for 346 aircraft, worth \$31.24bn.

Data presented by Mr Ron Woodard, chairman of the group's commercial aircraft division, underlined the sluggishness of the US market,

Model	ORDERS FOR 1995			Announced value \$bn
	US	Non-US	Total	
737	61	115	176	6.844
747	2	37	39	6.520
757	9	4	13	0.796
767	4	22	26	2.508
777	0	92	92	14.497
Total	76	270	346	31.225

Source: Company

which accounted for only 12 per cent of his operation's orders by value.

In the medium-term, he forecast the Asian market would permanently replace the US as the world's main outlet for commercial craft.

Meanwhile, Asia had proved the leading market in 1995, and would remain the main source of demand in 1996. Europe

aircraft even if they wanted them.

Last year's order totals showed 61 of the 76 aircraft booked by US carriers were for the smaller 737 models which also accounted for more than half of foreign orders. Mr Woodard also stressed Boeing's dominance in Europe, where he claimed the company accounted for 89 per cent of new aircraft sales last year.

According to Boeing's long-term projections, the world market would require up to 10,000 new aircraft, worth \$780bn, over the next two decades.

There was also potential for a further 5,400 aircraft in replacement sales, but they depended on the industry's ability to present products cheaply enough for carriers to consider their existing

fleets "economically obsolete".

Boeing has been rigorously restructured during the prolonged downturn in the aircraft industry's fortunes. Mr Woodard added. Last year's orders had been slightly better than projected, and he said 18,000 targets had been set significantly higher.

Airbus Industrie, the European aircraft manufacturing consortium, increased turnover by 13 per cent from \$8.5bn to a record \$9.6bn in 1995, writes Geoff Dyer.

The increase in sales was largely the result of the delivery of a higher number long-range aircraft. In total the group delivered 124 aircraft to 30 customers and received 106 orders during the year, worth \$7bn. At the year end it had an order backlog of 578 aircraft worth \$46.4bn.

Dismal holiday trading hits US retailers' fourth term

By Richard Tomkins
in New York

Dismal sales figures for the period between Thanksgiving and Christmas yesterday confirmed that US retailers suffered one of their worst peak selling seasons in recent memory in the quarter ending this month.

Many retailers reported declines in sales; nearly all described the season as disappointing, and some that reported increases in revenues will still see a fall in profits because they increased turnover by slashing prices.

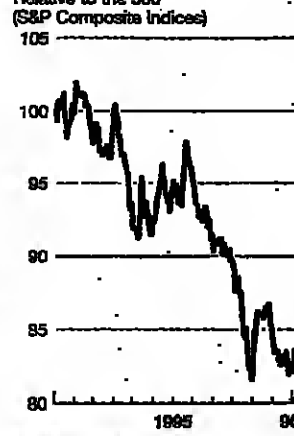
Some companies blamed the weather; many parts of US had an unusually cold December with snow and ice keeping shoppers at home.

Others, however, put the poor sales down to the adverse retailing environment, blamed on the ageing of the baby boom generation and severe overcapacity.

The poor results spanned most types of retailer. Even Starbucks, a specialty coffee house chain that until recently had been a stock market high flier, reported disappointing figures.

US retailers

Relative to the 500 (S&P Composite Index)



Source: FT Equity

Among department store groups, Federated Department Stores reported an increase of just 1.8 per cent in comparable store sales. May Department Stores reported an increase of only 1.4 per cent, and J.C. Penney suffered a decline of 1.4 per cent. Sears Roebuck, however, did well, reporting a surge of 6.8 per cent.

Dayton Hudson, another department store group, said it increased same-store sales by 3 per cent in the five weeks to December 30. However, it warned that it expected to report fourth-quarter earnings of only \$3 a share instead of the \$3.63 expected by analysts.

Many clothing retailers were badly hit. The Limited suffered a 5 per cent decline in same-store sales; AnnTaylor saw a decline of 13.8 per cent; and Claire's Stores saw an increase of just 2 per cent. Gap, however, did better, with a rise of 5 per cent in same-store sales.

Wal-Mart Stores, the biggest US retailer, increased same-store sales by 1.1 per cent while the troubled Kmart said it met "expectations" with an increase of 4.5 per cent.

Starbucks said sales at stores that had been open more than a year rose only 2 per cent in the five weeks to December 31 compared with the same period a year earlier.

It blamed "the nationwide soft holiday season, the Boeing strike in the Pacific north-west, the partial federal government shutdown, and severe winter storms on both coasts".

Champion spark plug maker seeks new lead

Cooper Industries is looking for fresh opportunities as sales of its core product slide

Cooper Industries, the US motor components, electrical and hardware group best known for the Champion spark plug brand it acquired in 1989, wants to expand its motor components manufacturing activities outside North America.

The \$4.5bn turnover group, which last year spun off petroleum and industrial equipment businesses to concentrate on its three core activities, has spent \$300m on motor component acquisitions in Europe and the Asia Pacific region, over the past 24 months.

It intends to spend more, in line with a globalisation strategy "following vehicle makers wherever they see fit to produce", according to Mr Larry McCurdy, vice-president of operations for the Houston, Texas-headquartered group.

A new, multi-million dollar engineering centre, just completed near Liverpool in the UK, will have a key role in

developing new ignition and other motor component systems. These, Cooper executives insist, should offset what they acknowledge is likely to be falling global spark plug sales as the result of technology advances.

Little more than a decade ago, spark plugs were routinely changed at 10,000-mile intervals. Now, plugs lasting 60,000 miles are becoming widespread, with the eventual prospect of engine "lifetime" units.

These developments have left plug manufacturers in a similar position to the world tyre industry, whose development of long-lasting radial tyres 30 years ago slashed replacement demand and led makers to develop high value-added performance and other specialist tyres to compensate for lost volumes.

There are already some financial rewards in the form of higher prices for long-life

of Cooper's turnover, or \$1.6bn. However, its tight margins are reflected in operating earnings of \$190m, compared with \$326m for Cooper's largest business segment - electrical products - which turned over \$2bn. The third leg of Cooper's earnings, tools and hardware, earned \$102m on sales of \$898m.

Cooper is now concentrating on transforming individual ignition components such as plugs, leads and coils into much higher added-value, integrated units installed in each engine cylinder.

Such systems are shortly to be launched on a production road car, allowing electronic management of ignition in each cylinder that would cut exhaust emissions significantly and optimise performance, says Mr Ulsh.

The group, which employs 40,000 world-wide, is also moving from a dependence on fairly simple commodity motor components - such as lights, filters, brake pads and windshield wipers - to more complex systems for supply to vehicle makers as original equipment.

The automotive sector accounts for just over a third

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The automotive sector accounts for just over a third

Foreign players find continent's thirst already quenched at home

Anheuser-Busch, Miller and Heineken have found that making inroads to the huge market is a tricky business, writes Roderick Oram

Brewers bent on global strategies, such as Heineken, Anheuser-Busch and Miller Brewing, believe Latin America ranks with Asia as a region offering good growth potential.

One Latin America characteristic, though, makes it different and possibly trickier than even China among the Asia markets: it is not virgin territory.

Many of the markets are dominated by monopoly or duopoly brewers, with six of the world's 20 largest brewers operating in the region and accounting for 11 per cent of world beer output, according to Canadian, the UK drinks consultant. Brazil and Mexico are already the fifth and seven largest beer markets in the world; consumption in Venezuela is approaching northern European levels, although it is lower in other countries.

Add a huge distribution overhead - about 90 per cent of Latin American beer is sold in returnable bottles - and it seems the best way for a foreign brewer to make an impact is through a hefty minority

investment in an established producer.

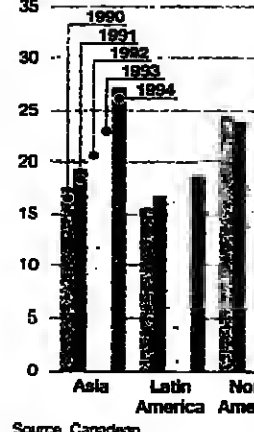
That is the route that Anheuser-Busch and Miller have taken recently in the largest markets, and Heineken took a decade before with its investment in Quilmes, an Argentine brewer expanding aggressively into neighbouring markets.

"The best approach is with a local partner," said Mr Boh Cuntner, vice-president and regional director, Americas of Anheuser-Busch International, the US brewer's overseas arm. "It's two-pronged: developing the Budweiser brand and making a local equity play."

Importing beers is the alternative approach taken by Guinness and Carlsberg, the two other truly international brewers. In addition, Guinness has some small-scale licensed brewing in Central America and Carlsberg has invested in a Paraguayan brewer. Guinness reckons Latin American drinkers, after decades of bland lagers, are starting to look for "taste beers". But it has no illusions about how hard market building will be. "Consumers are a bit surprised when confronted with a black pint," one Guinness executive said. Foreign competitors follow.

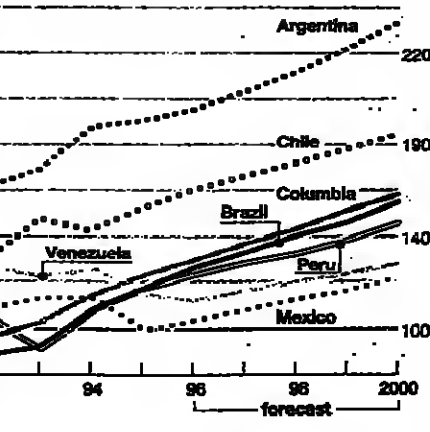
Beer consumption

World consumption (in litres)



Source: Carlsberg

South American consumption (volume growth index)



ing the import strategy here, however, have expressed scepticism about the local investments of the two US brewers. In Brazil, for example, Anheuser-Busch's investment in Antarctica and Miller's in Brahma "looks like a tit-for-tat", one competitor said. The co-operation agreements with the Brazilian brewers also "look superficial", he added.

Generally speaking, the foreign investors are offering their local partners an interna-

tional brand and some transfer of technology and management skills. But, largely, they are leaving them to run their own businesses.

Take, for example, John Labatt, the Canadian brewer which in late 1994 paid US\$510m for a 22 per cent stake in Femsma Cerveza, the slightly smaller of the duopoly brewers in Mexico. Labatt has only two full-time employees in Mexico City, but

their main task has been to help Femsma revamp its entire beer marketing strategy. Labatt says its expertise has helped Femsma halt a long slide in its market share.

Labatt's experience is also a cautionary tale for would-be investors in Latin America. No sooner had it bought into Femsma than Mexico was plunged into economic crisis. The drastic devaluation of the peso and austerity measures caused a sharp drop in beer

consumption. Femsma's performance and the value of Labatt's stake. The debacle hastened Labatt's loss of independence and, after a bid battle, it was acquired by Interbrew, the Belgian brewer, last summer.

Brazil experienced an even bigger swing - but thankfully on the upside. Beer consumption rose 16 per cent in 1994 after the launch of an economic reform programme, and another 20 per cent this year.

Taking into account seasonal climatic changes, beer consumption can fluctuate by as much as 25 per cent, one foreign investor estimates. "The good brewer has handled some fairly dramatic economic fluctuations," said another.

The fluctuations also have a severe impact on inter-company trade and investment. Although many of the largest brewers are pushing aggressively into neighbouring markets, sometimes their commitments can abate and flow.

Brahma of Brazil, for example, built an Argentine brewery to challenge Quilmes's 78 per cent market share. But when demand boomed back home last year, it diverted Argentine output to Brazil, thus blunting its challenge to Quilmes.

Some brewers have ambitious goals of exporting to Europe and North America, trying to repeat the success of Modelo's Corona and to a lesser extent Femsma's Sol, although both Mexican beers have lost momentum overseas recently.

Ms Emily van Munschenbroek of Canadian said: "Mexican beers have been fadish in the US and UK. They are having to compete with, for example, high quality eastern European beers", which have a longer heritage and thus stronger consumer cache.

An additional concern is the lack of focus at most of the large Latin American brewers. This seems to multiply the risks of stretching management and finances of already capital-intensive and volatile brewing businesses. Femsma in Mexico, for example, is simultaneously building its four divisions: brewing, Coca-Cola franchise, chain of 24-hour convenience stores and packaging.

The breweries are also consuming capital. To meet rising demand at home and to compete cross-border, some brewers are making heavy investments in world-scale, state-of-the-art breweries.

Modelo, for example, is spending \$400m on a 3m hectolitre-a-year brewery in Mexico - though, in North America, trying to repeat the success of Modelo's Corona and to a lesser extent Femsma's Sol, although both Mexican beers have lost momentum overseas recently.

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This is the last in a series. Previous articles appeared on November 24, November 29, December 6, December 8 and December 12.

COMPANY NEWS: UK

GKN to build first US plant

By Tim Burt

GKN, the automotive components, defence equipment and industrial services group, is today expected to announce a significant expansion of its catalytic converter operations.

The company, which manufactures parts for catalytic converters in Germany under a joint venture agreement with Siemens Automotive, has drawn up plans to build its first plant in North America.

GKN said the plant would be operated by Emitec, its German associate, which has

secured a contract to supply Chrysler, the US motor manufacturer.

Chrysler alone installs more than 2m catalytic converters on new cars and trucks each year.

"Emitec has made very positive progress in recent years, and the opportunity to create this new operation in North America is a most exciting development," said Mr Trevor Bonner, managing director of GKN automotive and agricultural products.

The German joint venture, which reported sales of DM100m (£44.5m) last year, is expected to transfer about 40

per cent of its production from Cologne to the new plant in South Carolina - equivalent to some 100m units a year.

Emitec said the reduced output in Germany would be "made good by the continuing growth of the European business".

Although the initial \$15m (£9.7m) investment in South Carolina is relatively modest, the company said it could grow following talks with other North American car-makers.

The joint venture made only a small contribution to GKN's first half profits of £182.6m. GKN shares rose 11p to 789p.

Mayflower Corporation, the engineering group, has entered into a partnership with Chrysler to produce bodies for the Plymouth Prowler, a new Chrysler sports car which is to go into production next year, writes John Griffiths in Detroit.

The company engineered and now manufactures the complete MGF sports car body for Rover Group.

Chrysler yesterday would make no sales predictions for the vehicle, which is unlikely to be sold outside North America and has cost the company and its suppliers only \$76m (£50m) to develop.

Still gold-crazy after 23 years

Mr Algy Cluff yesterday saw control of the company he founded 23 years ago slip from his grasp and be made no bones about his frustration.

Cluff Resources recently acquired the right to explore the Cefta gold area, south of Lake Victoria in Tanzania, and it has had exceptionally encouraging first results. Mr Cluff hoped to see Cefta into production and his company propelled into the ranks of the world's senior gold producers.

That was not to be. Ashanti Goldfields of Ghana yesterday declared its \$80m agreed offer for Cluff unconditional. It has acceptances for, or has bought, shares representing 76 per cent of Cluff.

Mr Cluff described Ashanti's offer, worth 105p a share, as "a good deal for Cluff shareholders which fully values the company as it stands, while leaving Ashanti with the benefit of the Tanzanian upside".

Much though he would have preferred Cluff to remain independent, "the shareholders' interests are paramount and the board could not ask them to turn down 105p to wait for a prospect that we have not even drilled yet".

Some shareholders who supported him through some very difficult years would collect 10 times their original investment, he pointed out. Mr Cluff's 2 per cent stake in Cluff Resources is valued by the bid at \$1.6m.

Mr Cluff, at the age of 56, remains as besotted as ever with Africa and its gold potential. He comments: "Being in love with Africa is like being in love with a woman who does not love you back. You feel like bursting into tears at times." During the past 15 years he had been spreading the message among African politicians that capitalism was not inimical to African interests - the reverse is true.

Kenneth Gooding profiles Algy Cluff, whose company has been bought by Ashanti Goldfields



Algy Cluff: "The shareholders' interests are paramount"

Mr Cluff's business career started with the £100,000 his father, a wine shipper and part-owner of a Scotch whisky distillery, gave him to invest. He had been a guardsman - and still carries his 6ft 5in slim frame with a guardsman's straight back - and put his experience with the Grenadiers in Malaysia to good use.

He invested in plantation companies valued on the London Stock Exchange by their yield, whereas he recognised that the land they owned was close to fast-expanding centres such as Kuala Lumpur and the companies would be given much higher ratings once the value of their assets was fully understood.

Profits from those investments enabled him to join with "a glittering array" of private investors to bid in the fourth North Sea oil round in 1971. Technical expertise was provided by the late Mr Chris

Dohm, who had left Amoco to set up Transworld Oil.

In the hope of getting one licence they applied for 10 - and were awarded all of them.

Their CCP North Sea Associates found the Buchan Field, one of the North Sea's biggest. When CCP sold its 30 per cent interest to Tricentrol, investors who had put up an initial \$50,000 each collected nearly \$1m.

Mr Cluff transferred his shares into Cluff Oil, set up in 1972 to manage the operations for CCP. In the following seven years, it never discovered another Buchan. By then, international oil companies were scrambling to acquire properties in the South China Sea, thought at that time to contain four times as much oil as the North Sea.

Cluff was among the first to

be granted exploration licenses by the Chinese, no mean achievement. But there was no oil in the South China Sea for anyone.

Then came an abrupt change from the oil business. By chance, Mr Cluff found himself sitting at a dinner table next to Lord Barber, former Conservative chancellor of the exchequer and then chairman of Standard Chartered Bank, who had just returned from attending the independence celebrations in Zimbabwe.

After hearing Lord Barber extol Zimbabwe's potential, Mr Cluff went to see for himself and his company quickly acquired prospecting rights to large tracts of land in a country where gold exploration had been neglected.

Cluff was the first foreign company to be granted exploration licenses after independence. First gold was found at old workings at Filahusi, south-east of Bulawayo. This became the Royal Family mine, where gold was first poured in 1984.

Using its cash flow and the exploration team built up since 1982, the company, now renamed Cluff Resources, discovered the Freda-Rebecca deposit with its 1m ounces of gold in 1988.

Freda-Rebecca would never have become a mine without the support given to Cluff by Mr Li Ka-shing, the Hong Kong entrepreneur who first joined with Mr Cluff in the China Sea oil venture. Hutchison Whampoa, the Hong Kong industrial group controlled by Mr Li, provided cash when necessary.

Ironically, it was Hutchison's decision to sell its 26.6 per cent of Cluff that ensured Ashanti's bid would be successful.

NEWS DIGEST

Buoyant order book lifts Druck

Druck Holdings, the US-quoted electronic measuring devices group, reported pre-tax profits up 68 per cent from £2.62m to £4.4m in the half year to September 30.

Mr John Salmon, chairman, said that orders were up 22 per cent and the outstanding order book was 31 per cent higher. Even without big orders from the Royal Air Force and the US Army, orders were up 38 per cent in the UK and 16 per cent in the US, while Japan saw a 54 per cent rise.

Sales rose 34 per cent to £27.7m. Earnings were 43.1p (25.1p) while the interim dividend is raised 22 per cent to 5p.

Clerical Medical

Clerical Medical, the mutual life assurance group, said yesterday that it was considering withdrawing from Standard & Poor's rating service after being downgraded from AA- to A-+. The initial rating was awarded in February 1995.

Pannure Gordon delays marketmaking

Pannure Gordon, the London stockbroker owned by Nations-Bank of the US, is still studying whether to start marketmaking.

"I think we are probably going to do it, but we are still a long way from doing it," said Mr Richard Roddy, Pannure's chief executive.

The broker would need to obtain regulatory approval and recruit staff before it could begin marketmaking.

Mr Roddy said Pannure was most likely to make markets in the shares of its small and medium-sized corporate clients, rather than in bigger companies included in the FT-SE-100 index.

Kong and Singapore operations have been sold for DM6.75m

(GSM) cash, with an earn-out arrangement which could bring in a further £900,000 during the next three years.

The company has also transferred its aerospace interests to ERG Environmental Group for a nominal £1, and sold freeholds in Paris and Ghent. The shares rose 12p to 84p.

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends (p)	Total for year	Total last year
Abbey	22.4 (24.7)	3 (4.58)	5.19 (6.15)	2.1	Feb 20	2.1	-	4.25
Draca	22.7 (15.9)	4.4 (2.5)	4.1	5	Feb 19	4.1	-	13.1
Jacques Vert	22.5 (24.1)	3.98 (1.3)	2.7 (9.8)	2.25	Apr 12	2.25	-	6.75
Werner Estate	14.2 (19.9)	2.96 (7.89)	13.85 (12.27)	7.5	Apr 9	7.5	-	11.25

Investment Trusts	NAV (p)	Attributable Earnings (p)	EPS (p)	Current payment (p)	Date of payment	Dividends (p)	Total for year	Total last year
Thornorton Prof	79.88 (85.8)	3.17 (2.81)	5.28 (4.84)	2.8	Feb 13	2.8	5	4.8

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. £418 currency. \$USM stock. * Comparatives restated. ** Comparatives for 63 weeks.

Correction Notice

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Guaranteed Floating Rate Notes due 1996 (Coupon No. 10)

In accordance with the conditions of the Notes, notice is hereby given that for the six-month period from 8th December 1995 to 10th June 1996 (185 days) the Notes will carry an interest rate of 6.00625% p.a. Relevant interest payments will be as follows:

Notes of U.S. \$10,000
U.S. \$308.65 per coupon. (No. 10)

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NOTICE OF DIVIDEND

Shareholders are informed of a dividend of US\$0.40 per share of Common Stock to holders of record as of December 29, 1995.

The ex-dividend date was December 26, 1995. Shareholders have the option of receiving cash or stock dividends. Please contact your broker for information. The stock dividend will be determined based on the net asset value calculated on January 3, 1996. The dividend will be paid on January 15, 1996. Payment of the dividend on the bearer shares will be made against surrender of coupon No. 22 detached from the share certificates which for this purpose shall be lodged at:

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Rokin 52
1017 CA Amsterdam
The Netherlands

which acts as Paying Agent on behalf of the underwriter.

December 29, 1995

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Prices for electricity generated for the purposes of electricity trading and transmission arrangements.

Financials for 1995

12 hour period	1995	1994	1993
0000	12.88	40.12	43.69
0100	23.75	26.76	38.94
0200	23.75	26.76	38.94
0300	12.88	21.81	25.10
0400	15.01	43.21	45.28
0500	16.01	43.21	45.28
0600	9.02	31.58	35.17
0700	9.02	31.58	35.17
0800	12.52	22.29	25.65
0900	12.73	32.28	35.65
1000	12.73	32.28	35.65
1100	25.17	46.97	52.50
1200	25.17	46.97	52.50
1300	25.17	46.97	52.50
1400	25.17	46.97	52.50
1500	25.17	46.97	52.50
1600	25.17	46.97	52.50
1700	25.17	46.97	52.50
1800	25.17	46.97	52.50
1900	25.17	46.97	52.50
2000	25.17	46.97	52.50
2100	25.17	46.97	52.50
2200	25.17	46.97	52.50
2300	25.17	46.97	52.50
2400	25.17	46.97	52.50

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L-2633 Senningerberg, Grand Duchy of Luxembourg
R.C. Luxembourg No. B 9478

Notice to Shareholders

Notice is hereby given that the following dividend will be paid:

Fund: FFF-Fleming Sterling Bond Fund
Currency: GBP
Amount/share: 0.040
Payment date: 12 January 1996

The shares will be quoted ex-dividend as from 2 January 1996.

Paying Agent in Luxembourg:
Kreditbank S.A. Luxembourggoise (-KBL-), 43 Boulevard Royal, L-2955 Luxembourg

Paying Agent in Germany:
Berliner Handels- und Frankfurter Bank, Bockenheimer Landstraße 10, D-60823 Frankfurt/Main

Paying Agent in Belgium:
Banque Dewaay sa, Boulevard Anspach 1 - hte 99 B-1000 Bruxelles

Paying Agent in Italy:
Banca Commerciale Italiana SpA, Corso di Porta Nuova 7, I-20121 Milano

Paying Agent in Austria:
Creditanstalt-Bankverein Aktiengesellschaft, Schottengasse 6, A-1010 Wien

Paying Agent in Switzerland:
Robert Fleming (SWITZERLAND) AG, Röschiachstrasse 22, CH-8037 Zürich

Paying Agent in Spain:
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January 1996, THE BOARD OF DIRECTORS

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Collared floating rate notes due 1998

The notes will bear interest at 6.625% per annum for the interest period 5 January 1996 to 5 July 1996. Interest payable on 5 July 1996 will amount to US\$167.47 per US\$5,000 note and US\$3,349.31 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

THE EQUITY WARRANT FUND (JAPAN)
(in liquidation)

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R.C. Luxembourg N° B 33.087

NOTICE TO THE SHAREHOLDERS

The Extraordinary Meeting of Shareholders held on 29 December, 1995, resolved among others:

- to appoint ARTHUR ANDERSEN & CO., Luxembourg, as Auditor to the liquidation
- to declare an interim liquidation dividend of USD 1.05 per share which will be payable as from 12 January, 1996 to the shareholders on record on 29 December, 1995 and to the holders of bearer shares against surrender of coupon N° 1 at the counters of KREDITBANK S.A. LUXEMBOURGEOISE, 43, Boulevard Royal, L-2925 LUXEMBOURG.

By order of the Liquidator

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COMPANY NEWS: UK

Increased bid of up to 380p a share expected to be needed for hostile offer to succeed
Granada talks to Council of Forte

By Scheherazade Daneshkhu and Antonia Sharpe

Granada Group, the TV and leisure company mounting a £3.3bn (\$5bn) hostile bid for Forte, is locked in talks with the Council of Forte, the body which safeguards Forte's trust assets and has a majority of the voting rights.

These talks are part of Granada's review of all its options, including walking away from the bid. They are being conducted through Lazard's, Granada's financial advisers and Hambros, advisers to the council. Although it holds less than 0.1 per cent of Forte's share

capital, it is entitled to half the voting rights. Its 125,190 ordinary shares give it a majority of votes.

The talks are aimed at reaching agreement on a price for the trust shares or securing the council's neutrality with the promise of safeguarding its position. Its duties include distributing income from its shareholding to charities.

It is believed that Granada, the TV, catering and leisure group, would wish to secure an agreement before next Tuesday, the last day on which it can raise its offer.

Analysts said yesterday that Granada

would almost certainly have to increase its bid to succeed in taking over the UK's largest hotels company. One analyst said that Forte's defence, which includes the promise of an £800m share buy-back and a commitment to increase the dividend by 20 per cent for the next three years, has virtually ensured the extraction of a higher offer from Granada.

Granada is offering four new shares plus £23.25 in cash for every 15 Forte shares, worth 327p a share at last night's close. There is a fully underwritten cash alternative of 321.67p. Analysts suggested Granada would need to

increase its offer to between 350p and 380p to have a good chance of success.

Granada's shares, which go ex-dividend on Monday, rose 3½p to 653p, while Forte closed down ¼p at 342½p.

Bankers said the £2.5bn financing which Granada had put in place prior to bidding for Forte gave it "a degree of headroom" if it wanted to increase its offer.

ABN-Amro, BZW and Chemical Bank announced recently that the three-year banking facility which they had arranged and underwritten for Granada had been heavily over-subscribed at the sub-underwriting stage.

Lloyd's corporate members becoming more like conventional insurers

By Ralph Atkins, Insurance Correspondent

Lloyd's of London corporate members are becoming increasingly like nascent insurance companies, akin to those operating outside the 300-year-old market, according to 1996 membership details released yesterday.

Nine corporate groups, including six joining this year, now control managing agencies responsible for running Lloyd's insurance syndicates. Rules on ownership of managing agencies have been relaxed, allowing underwriting expertise and capital to be brought together as in a conventional insurer.

More than £200m (\$306m) has been raised by new corporate members to support underwriting this year, see table below. This is below the £331m raised for 1995 but higher than expected given the uncertainties over Lloyd's future.

Much of the new capital has been raised from US and Bermudian insurance companies, keen to exploit Lloyd's role as an international insurance centre.

In the past three years, approximately £1.5bn has been raised by 69 corporate groups to replace funds of existing Names, individuals whose assets have traditionally supported Lloyd's. At first the emphasis was on creating "spread" vehicles which supported underwriting on a range

of Lloyd's syndicates. More recently, "dedicated" vehicles have become more popular.

Further accentuating consolidation, some 20 syndicates have ceased to trade in 1996. Such trends are likely to accelerate if Lloyd's succeeds in implementing its recovery plan this spring. Ending litigation by loss-making Names and transferring billions of old liabilities into a new reinsurance company, Equitas, would make the market more attractive to investors.

This year has seen the creation of a number of "parallel syndicates". In these cases, a single corporate member is the sole supplier of capital to a syndicate run alongside another.

Jacques Vert falls on warning

By Neil Buckley

Shares in Jacques Vert plunged 66p to 115p yesterday after the women's wear group announced a 73 per cent fall in interim pre-tax profits from £1.36m to £366,000 (\$564,000) and issued a profits warning for the full year.

Mr Bill Reid, chairman, said the mild autumn had hit sales in the half year to October 28 by delaying the start of purchasing of the autumn and winter collections.

Discounting by competitors had also affected ability to trade at full prices in September and October, resulting in a reduction in gross margin of 3.1 per cent.

Turnover fell from £24.1m to £22.5m, and operating profit declined from £1.44m to £494,000.

Mr Reid added that continuing difficult trading conditions had led to a fall in forward orders for this year's spring/summer season of 8 per cent.

The result in the second half would also be affected by the agreement in November to convert existing wholesale business with House of Fraser, the department store group, to 50 in-store concessions.

The concessions business would in future be managed through Jacques Vert's retail division. As a result, wholesale and turnover margin that would have arisen in the rest of the year will now arise as retail turnover and margin.

The company reiterated a warning made last month that one-off costs connected with the change, including significant investment in new shop-fittings, would reduce pre-tax profits by about £750,000 for the full year.

However, Mr Reid insisted that the conversion was likely to result in an eventual improvement in group sales. Sales in future would be split almost equally between the wholesale and retail divisions, he said.

Earnings per share slumped from 9.6p to 2.7p, although the interim dividend is held at 2.25p.

**Fresh exotic locations for BA's new campaign**

By Diane Summers, Marketing Correspondent

British Airways yesterday unveiled a two-year £100m advertising campaign, the first worldwide campaign for BA since M&C Saatchi, the breakthrough agency set up by Mr Maurice Saatchi last year.

The first TV commercial in the campaign, aimed at business travellers, will be shown this weekend. It shows a series of day-dreams by passengers, taking in exotic locations, including the mountains of

Wyoming and the Sierra Nevada desert. In one sequence, an actor on top of a 1,500ft mountain holding up a giant dollar sign was filmed from a helicopter (above). The theme also forms part of BA's new worldwide web site on the Internet, which goes live later this month.

On the cost of producing the commercial, Mr Bob Ayling, BA chief executive, said "the going rate" for such 90-second films was £1m. "They never seem to film in Mönchengladbach," he said.

MediaKey to float later this month

By Raymond Snoddy

Video Arts, the company that used John Cleese to bring humour to management training, is joining with Marshall Information, the reference book specialist, for a £20m (\$31m) floatation later this month.

A new company, MediaKey, is being created which will buy both Video Arts and Marshall. The aim is that MediaKey will be valued at £30m and will be able to develop a portfolio of training and reference titles on sale to world markets.

MediaKey's chief executive will be Mr Richard Harman, former managing director of Dorling Kindersley and the architect of the development of DK's multimedia division.

Mr Harman bought Marshall Information from the Canadian Torstar Group in February. The company, which had operating profits of about £300,000

on turnover of some £5.5m in 1995, is a specialist in the packaging of reference books.

Mr Harman said yesterday: "The transaction brings together two highly successful media groups and the placing opens the way to an exciting future in electronic publishing for the group."

Ms Margaret Tree and Ms Tina Tietjen, the main managers of Video Arts, bought the company from its founders - including Mr Cleese and Sir Anthony Jay - for about £50m in 1989.

Video Arts, which has a library of 150 titles on video, made an operating profit of £3m on turnover of £12.3m in the year to September 30 1995.

However, most of the profit has been taken up by interest charges arising from the management buy-out.

Following the floatation, MediaKey aims to emerge as debt-free with funds of £4m to develop the company.

Inchcape sells HK property for £56m

By Tim Burt

Shares in Inchcape yesterday rose 8p to 261p after the international marketing and services group announced it had agreed to sell the headquarters of its Hong Kong motor distribution subsidiary for HK\$970m (\$56.3m).

The company, which is pushing through a wide-ranging restructuring and cost-cutting plan, said that the disposal would result in a HK\$350m exceptional profit for 1995.

The 12-storey building at Quarry Bay on Hong Kong Island has been sold to Pacific Century Group, a holding company based in the colony, which plans to demolish the building and redevelop the site for commercial office use.

Although the sale will have no material impact on Inchcape's underlying profits, it is expected to strengthen the group's balance sheet by reducing pro-forma gearing from 64 per cent to about 55 per cent.

"Pacific Century has offered a good price and the exceptional profit will be a useful addition to the balance sheet," the company said.

Under the terms of the deal, Inchcape has already received 15 per cent of the purchase price, with the remainder payable on the deal is completed at the end of this year.

Inchcape yesterday played down the prospect of further disposals and said it did not have a large portfolio of surplus property.

Merrydown ponders a share swap

By Patrick Harverson

Merrydown is considering a share swap with the Australian company which manufactures Two Dogs, the alcoholic lemonade the Sussex cider group distributes in the UK.

However, Mr Richard Purdey, chairman, denied any deal was imminent. Responding to press reports that Merrydown was about to agree a 10 per cent share exchange with Two Dogs International, he said the group had "no present intention of entering into any such agreement" although the possibility of closer involvement between the two companies was "under review all the time".

Since its introduction last summer, Two Dogs has proved a hit among British drinkers, with strong sales helping Merrydown more than treble first half profits.

LLOYD'S NEW CORPORATE MEMBERS FOR 1996						
Company	No. of members	Type	Capital raised £m	Allocated capacity 1996 £m	Backer	Members' agent, Lloyd's adviser or managing agent
County Down/Domoch	2	Parallel syndicates (2)	50	100	Mid Ocean	Brookbank Octavian
Terra Nova Capital	1	Dedicated vehicle	12.5	25	Terra Nova	-
CNA Corporate Capital	1	Parallel syndicates (1)	12.5	25	CNA International	-
SVB Underwriting	1	Dedicated vehicle	3.15	5.25	-	Spreckley Villers Burroughs Sturge Castlin
Ockham Ltd/Ockham Direct	2	Dedicated vehicle	1	2	-	-
Castlin Westgen	1	Parallel syndicate (1)	25.5	51	Western Gen Insurance	-
Camperdown UK	1	Parallel synds (2)/ Spread vehicle	14.5	23	St Paul Companies	-
MLC Name No.7	1	Additional corporate member for existing spread vehicle	7.5	15	-	Charwell Advisers
OBE Corporate	1	Parallel syndicate (1)	20.5	34.17	OBE	OBE Underwriting Agents
Lumley Underwriting	1	Dedicated vehicle	1.5	3	Edward Lumley Higgs	Bates Cunningham Stewart Syndicates
Stewart Dedicated	1	Dedicated vehicle	5	10	-	Wellington Members' Agency
Premium Eta/Premium Zeta	2	Additional corporate member for existing spread vehicle	15	13.91	-	-
Millennium Underwriting	1	Dedicated vehicle	0.9	1.5	-	Mander Thomas & Cooper
Jago Capital	1	Dedicated vehicle	1.5	2.73	-	HG Jago
Plus 5 others unannounced	6	-	30.57	46.04	-	-
Totals	23	-	201.62	357.8	-	-

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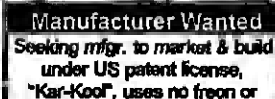
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LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE CHANCERY DIVISION COMPANIES COURT

IN THE MATTER OF PROVIDENT MUTUAL LIFE ASSURANCE ASSOCIATION
and
IN THE MATTER OF GENERAL ACCIDENT LINKED LIFE ASSURANCE COMPANY LIMITED
and
IN THE MATTER OF THE INSURANCE COMPANIES ACT 1982

Notice is hereby given in accordance with the provisions of Schedule 2C to the Insurance Companies Act 1982 that on 20th December, 1995 an order was made by His Majesty's High Court of Justice under Part I of that Schedule transferring a Scheme providing for the transfer to General Accident Linked Life Assurance Company Limited of the whole of the long term business carried out by Provident Mutual Life Assurance Association. As provided by the order, the transferees pursuant to the Scheme were implemented on 14 January, 1996.

Where, in relation to any policy comprised in the business to be transferred pursuant to the Scheme, the State of the commitment is a member State or an EEA State in each case other than the United Kingdom and those States which are expressly notified for the purposes of that Schedule and the policyholder has a right to cancel the policy as a result of the Scheme under the law of the State of the commitment, then that right may be exercised during the period of twenty one days following the date of publication of this notice, where applicable, during such longer period as may be allowed under the law of the State of the commitment.

Dated this 4th January, 1996
Herbert Smith
Exchange House
Pine Street
London EC2A 2HS
Ref: 146C70/7081/2549

Solicitors for Provident Mutual Life Assurance Association

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1, Place Richard Cœur de Lion, Hayward 8 Baker Street London W1M 1DA, receiver appointed by the High Court under a Mandate Agreement dated 31 January 1992 and a Consensus Order dated 18 February 1993 ("the Documents") and the rights and powers conferred thereby ("the Rights and Powers") are notified that I will be selling the Documents and the Rights and Powers by auction to take place at the office of BDO Stoy Hayward at 1 Baker Street London W1M 1DA on Thursday, 4 February 1996 at 10.00 am.

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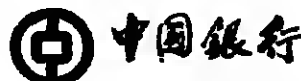
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Floating Rate Notes 1998

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from January 5, 1998 to July 5, 1998 the Notes will carry an interest rate of 6.0625% per annum. The interest payable on the relevant interest payment date, July 5, 1998 will be U.S. \$20.85 per U.S. \$1,000 Note, U.S. \$206.49 per U.S. \$10,000 Note, U.S. \$3,084.93 per U.S. \$100,000 Note and U.S. \$7,662.33 per U.S. \$250,000 Note.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

January 5, 1998

General Motors Corporation

Further to the OVERVIEW DECLARATION 20th December 1995, Notice is now given that the following distributions will become payable on or after 20th December 1995 against presentation to the Depository in below of G14m Forms listing Bearer Depository Receipts.

Gross Distribution Per Unit: 148 CENTS Less 15% U.S. Withholding Tax: 6,198 CENTS

Net Distribution Per Unit: 8,602 CENTS

Converted at 1.5495 8,605 Pounds Per Unit

Bankers: Bank PLC

BOSS Depository Services, 4 Angel Court

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The Financial Times plans to publish a Survey on Franchising on Tuesday, March 5th.

This Survey will focus on areas such as research for potential franchisees, explore sources of funding available and highlights the specialist help available.

For more information, please contact Lesley Sumner

Tel: +44 (0) 171 873 3308 Fax: +44 (0) 171 873 3064

FT Surveys

TELEFÓNICA DE ESPAÑA, S.A. 1995 INTERIM DIVIDEND

The board of Directors of Telefónica de España, S.A. at its meeting held on December 20th, 1995, adopted the following resolution:

To distribute an interim dividend for the fiscal year 1995 to Telefónica shares that will be the following amount for each of the shares indicated below:

ISIN CODE	NUMBER OF SHARES	GROSS AMOUNT (PESETAS PER SHARE)	NET AMOUNT (PESETAS PER SHARE)
ES0178430015	1 to 939,470,820	30.00	22.50

This payment will be carried out from January 22nd 1996 onwards, through the following entities: Banco Bilbao Vizcaya S.A., Banco Central Hispano Americano S.A., Banco Español de Crédito S.A., Banco Exterior de España S.A., Banco Santander S.A., Caja de Madrid, Caja de Ahorros y Pensiones de Barcelona "la Caixa" and Confederación Española de Cajas de Ahorro. In order to receive this payment the corresponding Certificate of Ownership, issued by the Clearing and Settlement Service (El Servicio de Compensación y Liquidación de Valores, S.A.), must be presented.

Madrid, December 20th 1995

THE BOARD OF DIRECTORS



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NOTICE TO THE HOLDERS OF US \$1,000,000,000 UNITED MEXICAN STATES LIBOR/CEXES NOTES DUE 11/27/96.

The Applicable Cash Rate for the period of December 22, 1995 to January 26, 1996 is 46.21% annual.

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COMMODITIES AND AGRICULTURE

Wheat seen entering era of tight supply

By Deborah Hargreaves

The world must get used to tight grain supplies following over 20 years of surplus production, Mr Gene Moos, US under secretary for agriculture told the Oxford Farming Conference in the UK yesterday.

"We are moving from an era of surplus production in the US and western Europe to meet the demands of the growing population around the world and we need to adjust our thinking accordingly," he said. Mr Moos believes that current low grain stocks and high prices are indicative of the new era.

He said the tight supplies in

the world market will create difficulties for developing countries which require large amounts of their food and where the population is growing rapidly.

The US forecasts that food aid demands will double to 27m tonnes by 2005. Mr Moos said more food aid will be needed as the ability of recipient countries to import commercially lagged.

Politicians must readjust their thinking to create policies that would provide food assurance for large importers such as China and other Asian countries, he said. "It is important to move away from the mentality of surpluses which

has prevailed over the past 20 to 30 years."

However, Mr Moos's views on the market are not shared by the European Union which is the world's second largest grain exporter (after the US).

Mr Franz Fischler, agricultural commissioner, said the situation on the world cereal market could be completely different in the next marketing year. "It is dangerous to change all the rules on the basis of an untypical harvest result," he said.

The European Commission last month imposed a tax on wheat exports in a bid to curb shipments. Mr Moos said he hoped the tax would be very

limited in scope and that the international community could move forward to a more market-oriented trade policy.

Mr Fischler said he hoped that in subsequent deepening of reform of the Common Agricultural Policy, the EU could find ways of helping farmers to export without subsidies.

"The objective of market-oriented farm prices must be pursued with vigour so that our farmers can compete satisfactorily on world markets," he said.

The EU must return to the principles of the 1992 CAP reforms of reducing price support and compensating where

necessary with direct payments, he said. But farmers must also be paid for offering other services, such as environmental protection.

Further CAP reforms were necessary before the EU can extend eastwards, according to Mr Fischler. "There is no question of simply extending the old CAP to new members we must take time to get the recipe right."

Mr Fischler said that even without the catalyst of enlargement, some changes in the CAP would need to be made. He said the EU should not wait for surpluses to reappear before implementing further reforms.

Wood pulp market confirms 'boom-and-bust' reputation

Bernard Simon reports on a sharp price reversal

Wood pulp never fails to disappoint those who confidently predict from time to time that one of the most volatile commodities is on the verge of a new era of price stability.

Pulp, which is the main raw material used in paper-making, solidified its "boom-and-bust" reputation again this week. Two North American producers, Champion International and Weyerhaeuser, led the way with the second price cut in six weeks.

The two companies have lowered the North American list price for northern bleached softwood kraft (NBSK), the industry's benchmark product, to US\$860 a tonne from \$925. Prices in Japan have come down to \$875.

Hardwood pulp prices have fallen even further. According to one Vancouver-based trader, spot shipments have changed hands as low as \$600, down from an average of over \$800 in December.

The cuts came on the heels of a two-year upward spiral that culminated even the most seasoned pulp and paper watchers. NBSK list prices, which sank as low as \$390 a tonne in late 1993, touched a record \$1,000 last October.

The sudden reversal has brought a dramatic change of mood in pulp and paper markets. Instead of squeezing every last tonne of production out of their machines, as they have for the past two years, many North American and Scandinavian producers are now extending annual holidays, taking maintenance shutdowns or simply closing mills.

Fletcher Challenge Canada, for instance, has curtailed output by 20,000 tonnes at three mills over the past six weeks.

The slump in pulp and paper markets has led several producers to warn that 1996 fourth-quarter earnings, to be published over the next few weeks, will fall to match market expectations.

International Paper, the world's biggest forest-products group, said earlier this week that severance costs and asset write-offs would wipe US\$70m, or 17 cents a share, off its pre-tax income. Mr Mark Diverio, analyst at UBS Securities in New York, recently trimmed his forecast for Georgia-Pacific's 1996 earnings from \$13.50 to \$9.75 a share.

Instead of wondering, as they were a few months ago, how high prices would climb, producers and analysts are now asking how far they will tumble, and for how long. "We're in a free-fall period," says Mr George Adler, veteran analyst at Smith Barney in New York.

The present downturn has its roots in a sharp build-up of stocks and slow economic growth during 1995. According to Pulp and Paper Week, an industry publication, North American and Scandinavian producer stocks of chemical paper-grade market pulp reached 1.85m tonnes at the end of November, the highest level in more than two years. Canadian mills had 32 days supply on hand at the end of November, up from 26 days a year earlier.

Customer stocks have also ballooned, although no statistics are available. According to Mr Adler, "the big question is: how long will it take to get inventories at the customer level back to normal?"

Earlier hopes of a new era of price stability were based partly on the expectation that fast-growing Asian markets would absorb surpluses from North America and Europe.

Instead Chinese purchases fell off markedly in the second half of last year, leaving mills in Taiwan and South Korea to scramble for new outlets. Canadian pulp exports to China dropped to 9,000 tonnes last November from 21,000 tonnes the previous month,

according to the Canadian Pulp and Paper Association.

The balance between supply and demand in Asia was further tilted by several big mills in Indonesia that came on stream last year.

Asian producers have generally been reluctant to curb output. In addition, a recent slump in paper demand has led several North American mills to dump low-cost pulp on the open market that would otherwise be used for their own paper production.

Producers are crossing their fingers that the recent price slide will be short-lived. A pulp marketing executive at one Canadian producer describes it as a "temporary period of adjustment".

The producers' hopes rest heavily on an improving US economy as the 1996 presidential election draws closer, and rising European paper consumption in the wake of recent interest rate cuts.

One trader forecasts that Chinese buyers will be more active in the next three months. A Canadian exporter is looking to India and Latin America to help support the market.

Mr Rodney Young, president of Resource Information Systems, a Massachusetts-based consultancy, predicts that prices will level out by next summer, and start to move up again in the second half of the year.

He acknowledges, however, that "the risk is definitely on the downside right now". He estimates that about 1.5m tonnes of new softwood pulp capacity will come on stream this year, much of it in Scandinavia.

Stagnant demand would intensify the downward pressure on prices. If growth rates in the US and Europe fall short of 2 to 3 per cent this year, the pulp market could dive as steeply in 1996 as it climbed in 1994 and 1995.

Physical gold demand climbs to fresh record

By Kenneth Gooding, Mining Correspondent

Demand for physical gold reached a record 3,650 tonnes last year, well above the previous peak of 3,416 tonnes seen in 1992, according to preliminary estimates by the Gold Fields Minerals Services consultancy organisation.

This increase in demand was satisfied not by rises in either mine output or recycled gold but by sales by central banks

and other official financial institutions and a surge in the sales of borrowed gold as hedging by producers rose to its highest level ever.

Therefore the price remained within the narrowest trading range recorded - only 6 per cent of the average price - since the gold market was freed in 1980, the consultancy points out in its latest Gold Outlook.

For the immediate future, the crucial question on the

supply side is whether the market will have to cope with another large tonnage of "accelerated" supply from producer hedging. GFMS suggests that, although this cannot be ruled out, "it is hard to envisage anything like the levels witnessed in 1995".

The gold price is unlikely to fall much below US\$380 a troy ounce, GFMS suggests, a level at which it is firmly supported by physical demand. But, if the

price is to rise, much depends on whether western speculation jumps on the bandwagon. "Unless there is a sustained speculative investment accompanying any run-up in price, it is hard to see how the price could quickly break out into a new and higher trading range," it adds.

GFMS says that it was surprising that sentiment in the gold market was not more positive last year, given the surge in physical demand at a time

when mine production remained flat. "This must reflect an expectation that producer hedging and/or central bank gold sales will continue at high enough levels to balance the market within the same kind of price range that has been seen in the past two years."

Gold 1995 - Update II: £100 or US\$160 from GFMS, Greenock House, Francis Street, London SW1P 1DE.

India remains at head of world consumption league

By Shiraz Sidhwa in New Delhi

India continued to be the world's largest consumer of gold in 1995, with demand for the precious metal growing by 21 per cent to 500 tonnes.

The World Gold Council, a Geneva-based organisation that tracks demand in leading gold-consuming countries, said India's gold consumption between January and September 1995 was estimated at 363.4 tonnes, an increase of 26 per cent over the same period in 1994. Official imports during the period were 177.6 tonnes this year.

The actual figures of con-

sumption are higher, including over 110 tonnes of smuggled gold, and nearly 50 tonnes of gold recycled from the domestic market.

The WGC, which set up an office in Bombay last year, says India leads the gold-hungry developing economies of the world, which include Brazil, China, the Gulf countries, Hong Kong, Mexico, South Korea, Taiwan, and Turkey.

Analysts say the spiralling demand will help India to maintain its gold imports, at around 300 tonnes last year, through 1996. This is in spite of a weak rupee, which slid ten

per cent against the dollar in the last three months of 1995, pushing gold prices to an all-time high of \$350 per ten grammes during the festive Diwali season in November. This is traditionally followed by the marriage season, during which there is heavy buying of gold jewellery.

"The demand for gold also depends on the summer harvest," says Mr Makhmalani Damani, president of the Bombay Bullion Association. Farmers in rural India invest their money in the yellow metal, further fuelling demand.

Analysts say demand for gold has increased with the

expansion of India's middle classes, estimated at 200m, after the government initiated economic reforms in 1991. Indians have traditionally put more secure investments in the yellow metal than saving in banks or investing in shares.

But despite heavy demand, domestic output of gold actually registered a decline this year. Cumulative output between April and September 1995, from the two government-owned gold-mining companies, the Bharat Gold Mines and the Hutti Gold Mines, was 853kg, some 20 per cent below target.

To make up for the loss, India scrapped its

Gold Control Act in 1990 and opened the bullion market to imports in 1993. Indian expatriates are allowed to bring in up to 50g of gold on which duty is levied. Jewellery exporters are also allowed to import gold against foreign exchange earnings.

Gem and jewellery exports were valued at \$4,675m in 1994-95, accounting for 17.75 per cent of India's total exports. Jewellery exports registered growth of over 19 per cent in the six months to November 1995, valued at \$3,454m, and are expected to do better by the end of the current fiscal year.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from Antwerp/London Metal Trading)

■ ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close	1612-13	1633-34
Previous	1653.5-56.5	1678-79
High/Low	1849/1647.5	1674/1620
AM Official	1647.5-68.0	1667.5-68.0
Korb close	1625.64	1625-6
Open int.	225.64	
Total daily turnover	74,180	

■ ALUMINIUM ALLOY (\$ per tonne)

Close	1420-20	1480-45
Previous	1460-55	1486-90
High/Low	1460-55	1490/1465
AM Official	1450-55	1487-90
Korb close	1450-55	1450-50
Open int.	5,089	
Total daily turnover	1,442	

■ LEAD (\$ per tonne)

Close	690.5-1.5	690.5-0.5
Previous	690-91	693-94
High/Low	694-95	693-93
AM Official	694-95	693-93
Korb close	694-95	688.5-689
Open int.	32,301	
Total daily turnover	6,042	

■ NICKEL (\$ per tonne)

Close	7510-20	7630-40
Previous	7450-50	7585-75
High/Low	7770/7615	7770/7615
AM Official	7610-20	7730-35
Korb close	7610-20	7650-40
Open int.	39,660	
Total daily turnover	11,365	

■ ZINC, special high grade (\$ per tonne)

Close	697-99	1020-20.5
Previous	698-99.5	1015-15
High/Low	1000	1024.5/1017
AM Official	1000-1000.5	1023-23.5
Korb close	1000-1000.5	1023-4
Open int.	79,479	
Total daily turnover	14,834	

■ COPPER, grade A (\$ per tonne)

Close	2755-60	2670-71
Previous	2739-40	2673-73
High/Low	2785	2692-92
AM Official	2765-65	2682-83
Korb close	2765-65	2682-3
Open int.	166,963	
Total daily turnover	67,537	

■ LME AM Official \$ per tonne

■ LME Closing US \$ per tonne

Spot 1.5439 3 mths. 1.5436 6 mths. 1.5397 9 mths. 1.5348

■ HIGH GRADE COPPER (COMEX)

Set	Day's	Open				
price	change	High				
Jan	121.40	-0.80	120.80	121.20	338	2,761
Feb	118.30	-1.70	121.30	119.40	1,187	
Mar	114.70	-2.30	117.85	114.60	10,230	24,230
Apr	113.90	-1.40	116.50	113.80	322	622
May	111.90	-2.65	115.30	111.90	1,235	3,761
Jun	110.95	-2.85	114.50	111.80	119	325
Total					13,787	42,271

Precious Metals continued

■ GOLD COMEX (100 Troy oz; \$/troy oz)

Set	Day's	Open				
price	change	High				
Jan	394.7	-0.8	397.4	397.4	15	13
Feb	395.4	-0.8	396.0	394.1	102,217	79,518
Mar	397.3	-0.9	398.2	396.2	7,736	20,068
Apr	392.1	-0.9	399.8	396.2	2,423	24,061
May	401.2	-1.0	-	-	19	4,965
Jun	403.1	-1.1	403.5	402.3	753	3,970
Total					114,796	172,668

■ PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Set	Day's	Open				
price	change	High				
Jan	410.8	+1.3	412.3	408.0	116	310
Feb	413.9	+8.5	414.0	411.5	8,626	17,701
Mar	415.1	+2.1	415.5	414.0	1,200	2,911
Apr	417.3	+8.5	417.0	414.0	171	1,273
May	418.9	+0.5	-	408.0	5	54
Total					8,978	21,548

■ PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

Set	Day's	Open				
price	change	High				
Jan	153.60	-0.40	153.00	153.25	847	5,366
Feb	155.10	-0.40	-	153.75	248	818
Mar	157.80	-0.40	-	-	-	8
Total					1,095	6,188

■ SILVER COMEX (5,000 Troy oz; \$/troy oz)

Set	Day's	Open				
price	change	High				
Jan	536.1	+2.3	-	538.0	10	14
Feb	541.0	+2.1	542.0	538.5	36,640	58,771
Mar	545.1	+2.3	545.5	541.0	1,588	10,254
Apr	550.2	+2.3	548.5	548.0	147	7,331
May	554.8	+2.3	552.0	552.0	17	5,983
Jun	561.4	+2.3	559.0	561.0	104	5,896
Total					37,687	94,194

GRAINS AND OIL SEEDS

■ WHEAT LCE (\$ per tonne)

Set	Day's	Open				
price	change	High				
Jan	123.15	-1.05	123.70	123.50	40	363
Feb	125.25	-1.05	125.90	125.40	112	257
Mar	127.30	-1.10	128.65	127.30	155	3,378
Apr	141.10	-1.25	143.10	139.10	5	419
May	144.50	-1.10	145.50	144.50	11	183
Jun	144.75	-0.90	146.00	144.75	6	562
Total					389	7,803

■ WHEAT CBOT (5,000 bu; \$/bu; cents/56lb bush)

Set	Day's	Open				
price	change	High				
Jan	500.25	-8.00	509.50	496.00	16,597	55,134
Feb	473.00	-5.50	480.75	477.00	1,863	5,711
Mar	478.15	-1.25	481.50	478.15	5	419
Apr	442.50	-6.50	448.50	440.50	206	4,326
May	448.75	-8.25	453.00	447.50	280	2,913
Jun	396.50	-4.00	397.00	396.50	973	3,149
Total					24,169	63,559

■ MAIZE CBOT (5,000 bu; \$/bu; cents/56lb bush)

Set	Day's	Open				
price	change	High				
Jan	369.00	-8.00	373.75	365.00	51,810	285,200
Feb	373.00	-4.50	377.50	369.00	15,563	50,038
Mar	370.50	-1.25	375.25	369.00	11,246	77,227
Apr	376.50	-1.25	378.00	373.00	2,511	77,853
May	382.50	-0.75	383.25	379.50	6,389	42,156
Jun	384.00	+0.50	384.00	382.50	175	2,241
Total					98,161	517,342

■ BARLEY LCE (\$ per tonne)

Set	Day's	Open				
price	change	High				
Jan	115.25	-0.25	115.65	115.50	38	227
Feb	116.75	-0.25	-	-	2	49
Mar	118.50	-0.50	119.00	118.00	5	410
Apr	109.25	-	-	-	5	20
May	110.50	-0.50	-	-	5	56
Jun	112.00	-	-	-	28	1,589
Total					78	1,589

■ SOYABEANS CBOT (5,000 bu; \$/bu; cents/56lb bush)

Set	Day's	Open				
price	change	High				
Jan	745.00	-4.00	750.00	745.00	12,887	105,028
Feb	753.75	-7.25	770.00	758.00	42,087	169,130
Mar	763.75	-7.75	775.00	761.00	4,108	24,251
Apr	768.00	-5.75	775.00	763.00	5,586	27,372
May	769.00	-4.00	776.00	767.00	973	3,149
Jun	732.50	-2.50	737.50	730.00	53	2,169
Total					68,161	294,891

■ SOYABEAN OIL CBOT (50,000 lb; \$/tonne; cents/lb)

Set	Day's	Open				
price	change	High				
Jan	24.96	-0.22	25.25	24.87	4,947	4,327
Feb	25.24	-0.35	25.61	25.20	12,130	13,877
Mar	25.85	-0.37	26.30	25.85	84	1,127
Apr	26.08	-0.32	26.38	26.07	420	2,301
May	26.12	-0.39	26.40	26.30	28	1,589
Total					20,539	81,822

■ SOYABEAN MEAL CBOT (100 tons; \$/ton)

Set	Day's	Open				
price	change	High				
Jan	227.3	-2.1	228.0	225.2	7,471	
Feb	241.0	-1.9	244.8	239.6	12,226	60,230
Mar	245.1	-1.4	246.5	242.7	2,540	14,086
Apr	241.0	-1.1	242.5	240.0	172	1,418
May	238.5	-0.7	241.0	238.0	515	2,140
Jun	230.8	-0.7	233.0	229.5	176	1,827
Total					29,885	102,821

■ POTATOES LCE (\$/tonne)

Set	Day's	Open				
price	change	High				
Jan	230.0	-	-	-	-	-
Feb	229.0	-	-	-	-	-
Mar	229.0	-	-	-	-	-
Apr	229.0	-	-	-		

INTERNATIONAL CAPITAL MARKETS

Strength in US underpins bullish European tone

By Richard Lapper

Most government bond markets made further gains yesterday, with the strength of the US Treasury market underpinning the bullish tone.

With their currencies benefiting from dollar strength, European high-yielding markets made most progress. Italian 10-year futures traded strongly in London reaching their highest level for more than 18 months.

as Italy holds the presidency of the European Union," said Mr Kirit Shah, bond strategist at First Chicago.

The 10-year future settled at Liffe at 109.89, up 0.97 on having earlier in the day broken through 110 for the first time since the first half of 1994.

GOVERNMENT BONDS

In the cash market 10-year yield spreads over Germany came down to 463 basis points, a reduction of 13 basis points on the day and more than 50 basis points over the past fortnight.

Analysts and dealers reported increased interest by US investors, including hedge funds. Mr Graham Meberg, floor manager for Credit Lyonnais, said that 10-year yields were up 0.75 points on the day.

Sweden also gained ground on Germany, with the yield spread between the two countries' 10-year paper falling by 5 basis points to 228.

Hit by political worries and concern over money supply figures earlier in the week, gilt recovered some ground yesterday. As with the high-yielders this was largely on the back of currency factors with sterling gaining against the D-Mark.

At Liffe the March long gilt settled at 110 1/2, up nearly three quarters of a point, while in the cash market the 10-year spread over Germany narrowed by 6 basis points to 160. Short sterling lost some ground, with the March contract closing at 93.75, down 0.07.

German bonds made further gains. At Liffe the March 10-year futures contract closed at 99.91, up 0.25. The French market too was helped by a satisfactory auction, although OATs underperformed Germany, with the 10-year yield spread widening by 3 basis points to 64.

US currency was changing hands for \$106.40 and DM1.4565, compared with \$104.90 and DM 1.446 late on Wednesday. A strong dollar benefits the bond market by encouraging foreign investors to hold US securities.

News from Washington - where Congressional Democrats and the White House continued to debate with Republicans how to balance the budget, was mixed. Negotiating sessions continued between the two sides, but several members of Congress made negative comments about the possibility of reaching an agreement any time soon.

Thai group to raise \$128m for railway

By William Barnes in Bangkok

Tanayong, the Thai property developer, has said it will raise \$128m through secured debentures - a sign that the financing for its elevated railway in Bangkok is coming together.

Four fifths of the money will be invested in its \$1.7bn railway subsidiary, the Bangkok Transit System Co, which is already building a 23km inner-city network before having secured the funding.

The lead underwriter of the local tranche is the Siam City Credit Finance and Securities; Peregrine Fixed Income is lead underwriting the overseas portion. Mr Olarn Chairprawat, president of the Siam Commercial Bank, Tanayong's main banker, said a few days ago that a \$128m loan agreement will be signed later this month.

Harvard University offering swells flood of new issues

By Antonia Sharpe

A \$100m three-year eurobond offering from Harvard University stood out yesterday as new issues continued to flood into the eurobond market.

Royal Bank of Scotland (RBS) and Lloyds TSB group, the holding company formed after the recent merger of the two banks, raised \$200m each by issuing floating-rate notes (FRNs). The FRN for RBS had a maturity of seven years.

INTERNATIONAL BONDS

while the deal for Lloyds was for one year, exchangeable into new one-year notes. Dealers said the RBS deal aroused interest because there had been no supply of paper with such a maturity or from a double-A rated borrower for a long time.

By contrast, the FRN for Lloyds TSB was a more structured transaction which gave the borrower the certainty of two-year funding, lead manager SBC Warburg said. Since the borrower was a holding company and not a bank, the bonds had a risk weighting of 100 per cent which meant they appealed more to corporates and funds which were not concerned with capital adequacy rules.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount, Coupon, Price, Maturity, Fees, Spread, Book runner. Lists various international bond issues from borrowers like US Dollars, D-Mark, Yen, etc.

Czechs toughen stance on investment funds

By Jeff Lovitt in Prague

The Czech cabinet passed a draft amendment to the law on investment funds, which will introduce new obligations for funds to disclose their shareholdings and fines of up to \$20m for those who do not abide by the rules.

coupon privatisation programme, could elect to become managerial funds. The measures, clearly designed to increase confidence in the market after the recent market raiding by Kotoinvest and Pizanska Banka, were welcomed as "very positive" by Mr Peter Mayer, vice president for CS First Boston in Prague.

Table with columns: Coupon, Maturity, Price, Change, High, Low, Est. vol., Open int. Lists benchmark government bonds for various countries.

Table with columns: Strike, Price, Call, Put, etc. Lists bond futures options (IFFE) for various currencies.

Table with columns: Index, Price, Change, etc. Lists FT-actuarial fixed interest indices.

Table with columns: Index, Price, Change, etc. Lists FT fixed interest indices and gilt edged activity indices.

Table with columns: Instrument, Rate, etc. Lists US interest rates for various instruments.

Table with columns: Instrument, Rate, etc. Lists UK gilt prices for various maturities.

Table with columns: Instrument, Rate, etc. Lists FT/ISMA international bond service details.

Table with columns: Instrument, Rate, etc. Lists convertible bonds.

Table with columns: Instrument, Rate, etc. Lists bond futures and options for various countries.

Table with columns: Instrument, Rate, etc. Lists US treasury bond futures (CBT) and other fixed interest instruments.

Table with columns: Instrument, Rate, etc. Lists FT/ISMA international bond service details.

Table with columns: Instrument, Rate, etc. Lists convertible bonds.

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Table with columns: Instrument, Rate, etc. Lists convertible bonds.

CURRENCIES AND MONEY

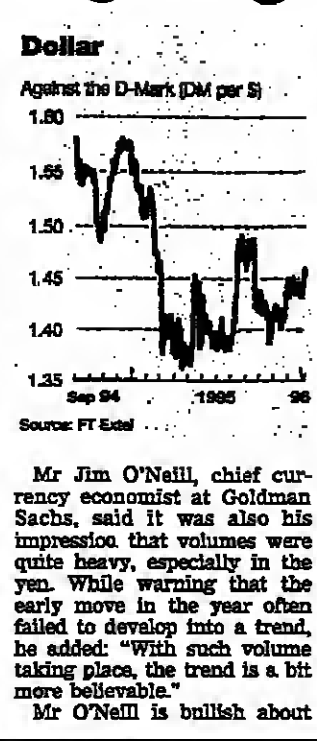
MARKETS REPORT

Dollar soars to 22 month high against the yen.

By Philip Gawth
The dollar yesterday continued its new year surge, rallying to its highest level since March 1994 against the yen, lending credence to the view that the dollar always rallies in January.

DM2.262 from DM2.234. It closed slightly lower against the dollar at \$1.5491, from \$1.5511.

Still bullish about the outlook for the dollar is Mr Neil MacKinnon, chief economist at Citibank in London. He said it was "no surprise that dollar bulls have been first to put their toe in the water," but added that there was "every indication that the problems behind yen weakness were turning around."



While there is a lot of foreign buying of the Nikkei, this is not helping the yen because much of it is hedged. Historically this was not the case. Mr O'Neill said that with the dollar already having rallied nearly four per cent against the yen over the past week, he "would not be surprised if things calm down a bit."

rates remain sellers of the dollar. With the downward trend in the trade surplus, and the rally in the Nikkei associated with more capital outflows, he said the fundamentals "could hardly be better."

Table with columns: Jan 4, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

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WORLD INTEREST RATES

Table of MONEY RATES for various countries including Belgium, France, Germany, Ireland, Italy, Netherlands, Switzerland, US, and Japan.

Table of EURO CURRENCY INTEREST RATES for various currencies like Belgian Franc, Dutch Guilder, French Franc, etc.

Table of THREE MONTH EURO CURRENCY FUTURES (LFFE) and THREE MONTH EURO SWISS FRANC FUTURES (SFF) prices.

CROSS RATES AND DERIVATIVES

Table of EXCHANGE CROSS RATES for various currencies like Belgium, Denmark, France, Germany, etc.

UK INTEREST RATES

Table of LONDON MONEY RATES for various terms like 1 month, 3 months, 6 months, 1 year.

EMU EUROPEAN CURRENCY UNIT RATES

Table of EMU EUROPEAN CURRENCY UNIT RATES for various countries like Spain, Netherlands, Belgium, etc.

BASE LENDING RATES

Table of BASE LENDING RATES for various banks like Adams & Company, Allied Bank, etc.

US TREASURY BILL FUTURES (LFFB) \$100 million points of 100%

Table of US TREASURY BILL FUTURES (LFFB) prices for various terms.

EURO CURRENCY FUTURES (LFFE) \$1 million points of 100%

Table of EURO CURRENCY FUTURES (LFFE) prices for various currencies.

NOTICE OF FULL REDEMPTION TO THE HOLDERS OF Continental Cablevision, Inc.

Notice of Full Redemption to the Holders of Continental Cablevision, Inc. US \$100,000,000 Senior Subordinated Floating Rate Debentures. Due November 1, 2004.

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Table of US TREASURY BILL FUTURES (LFFB) prices for various terms.

EURO CURRENCY FUTURES (LFFE) \$1 million points of 100%

Table of EURO CURRENCY FUTURES (LFFE) prices for various currencies.

SHORT TERM STERLING FUTURES (LFFS) \$500,000 points of 100%

Table of SHORT TERM STERLING FUTURES (LFFS) prices for various terms.

BASE LENDING RATES

Table of BASE LENDING RATES for various banks.

EURO CURRENCY FUTURES (LFFE) \$1 million points of 100%

Table of EURO CURRENCY FUTURES (LFFE) prices for various currencies.

US TREASURY BILL FUTURES (LFFB) \$100 million points of 100%

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WANT TO KNOW A SECRET? The I.D.S. Ocas Seminar will show you how the market REALLY works.

WANT TO KNOW A SECRET? The I.D.S. Ocas Seminar will show you how the market REALLY works. The exciting trading techniques of the legendary W.O. Ocas can increase your profits and contain your losses. Now! That's the secret.

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LONDON SHARE SERVICE

MY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial details, including names like 'The British Trust for Africa' and 'The British Trust for International Development'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'Hilton Hotels' with their respective share prices and market data.

OTHER FINANCIAL - Cont.

Table listing other financial services companies like 'The Royal Bank of Scotland' and 'Barclays Bank'.

PROPERTY - Cont.

Table listing property-related companies and their financial performance.

SUPPORT SERVICES - Cont.

Table listing support services companies such as 'The Post Office' and 'British Telecom'.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM) with their share prices.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their financial details.

INVESTMENT COMPANIES

Table listing investment companies and their financial performance.

LIFE ASSURANCE

Table listing life assurance companies and their financial details.

MEDIA

Table listing media companies like 'The Times' and 'The Financial Times'.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

PHARMACEUTICALS

Table listing pharmaceutical companies like 'Glaxo' and 'Wellcome'.

RETAILERS, FOOD

Table listing retailers and food companies.

RETAILERS, GENERAL

Table listing general retailers and their financial performance.

TELECOMMUNICATIONS

Table listing telecommunications companies.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

AMERICANS

Table listing American companies listed on the London Stock Exchange.

CANADIANS

Table listing Canadian companies listed on the London Stock Exchange.

SOUTH AFRICANS

Table listing South African companies listed on the London Stock Exchange.

Advertisement for MAPPIN & WEBB featuring a Rolex watch. Text includes 'MAPPIN & WEBB', 'Rolex Oyster Perpetual', and 'Can you honestly say you haven't earned one?'.

TOBACCO

Table listing tobacco companies.

TRANSPORT

Table listing transport companies like 'British Airways' and 'British Rail'.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service explaining the data provided in the tables, including company classifications and market data.

LEISURE & HOTELS

Table listing leisure and hotel companies with their share prices.

OTHER FINANCIAL

Table listing other financial services companies.

PROPERTY

Table listing property-related companies.

SUPPORT SERVICES

Table listing support services companies.

AIM

Table listing companies on the Alternative Investment Market (AIM).

Handwritten Arabic text: 'صكنا من الاصيل' (We are from the original).

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing fund names, managers, and prices for Bermuda (SIB Recognised) funds.

BERMUDA (REGULATED)**

Table listing fund names, managers, and prices for Bermuda (Regulated) funds.

GUERNSEY (SIB RECOGNISED)

Table listing fund names, managers, and prices for Guernsey (SIB Recognised) funds.

GUERNSEY (REGULATED)**

Table listing fund names, managers, and prices for Guernsey (Regulated) funds.

IRELAND (SIB RECOGNISED)

Table listing fund names, managers, and prices for Ireland (SIB Recognised) funds.

IRELAND (REGULATED)**

Table listing fund names, managers, and prices for Ireland (Regulated) funds.

ROYAL BANK OF CANADA (SIB RECOGNISED)

Table listing fund names, managers, and prices for Royal Bank of Canada (SIB Recognised) funds.

GUERNSEY (REGULATED)**

Table listing fund names, managers, and prices for Guernsey (Regulated) funds.

IRELAND (SIB RECOGNISED)

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IRELAND (REGULATED)**

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GAM FUND MANAGEMENT LTD

Table listing fund names, managers, and prices for GAM Fund Management Ltd funds.

GUERNSEY (REGULATED)**

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IRELAND (SIB RECOGNISED)

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IRELAND (REGULATED)**

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BARING MUTUAL (IRELAND) LTD

Table listing fund names, managers, and prices for Baring Mutual (Ireland) Ltd funds.

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IRELAND (SIB RECOGNISED)

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ISLE OF MAN (SIB RECOGNISED)

Table listing fund names, managers, and prices for Isle of Man (SIB Recognised) funds.

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FLORIAN GROUP

Table listing fund names, managers, and prices for Florian Group funds.

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JERSEY (SIB RECOGNISED)

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FLORIAN GROUP

Table listing fund names, managers, and prices for Florian Group funds.

ISLE OF MAN (SIB RECOGNISED)

Table listing fund names, managers, and prices for Isle of Man (SIB Recognised) funds.

ISLE OF MAN (REGULATED)**

Table listing fund names, managers, and prices for Isle of Man (Regulated) funds.

ISLE OF MAN (SIB RECOGNISED)

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ISLE OF MAN (REGULATED)**

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JERSEY (SIB RECOGNISED)

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صكنا من الاصل

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 878 4378 for more details.

Table of fund prices and performance metrics, including columns for fund name, price, and change.

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OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

MANAGED FUNDS NOTES: This section provides detailed information regarding the funds, including their objectives, risks, and performance metrics.

LONDON STOCK EXCHANGE

MARKET REPORT

Equity market begins to look increasingly fragile

By Steve Thompson, UK Stock Market Editor

The recent surge in UK share prices, which has seen the market climb over 130 points since before Christmas, showed clear signs of running out of steam yesterday.

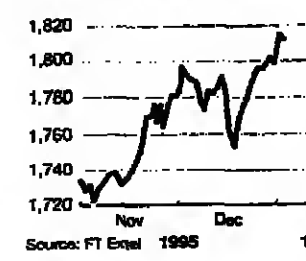
confidence of the board" had clearly unsettled the market. The FT-SE 100 index, which celebrated the overnight rise on Wall Street by moving to a fresh all-time high of 3,733.0 during the morning, subsequently struggled to maintain its poise, eventually closing a net 1.5 off at 3,714.1.

surprisingly high, reaching 735.2m at the 6pm reading, with activity in non-FT-SE 100 stocks accounting for 58 per cent of the overall total. The head of marketmaking at one of the leading UK securities houses said he expected the London market to encounter a bout of profit-taking in the short-term and said the FT-SE 100 could well fall back to the 3,650 level in the absence of any of the rumoured bids.

consolidation." After its initial rise, Footsie began to lose heart in mid-morning as none of the welter of bid rumours that drove the London market sharply better on Wednesday materialised. The takeover speculation encompassed numerous areas of the market but was especially focused on the Forti/Granada bid battle and the life assurance arena.

was proved correct after the close when the Dow surrendered all its earlier gains and posted a 26 point fall. British Steel was the best Footsie performer on the strength of steel price rises in the US, while brokers' upgrades were responsible for impressive showings by British Air, British Aerospace and Thorn EMI. SBC Warburg helped trigger good gains in Standard Chartered and Abbey National.

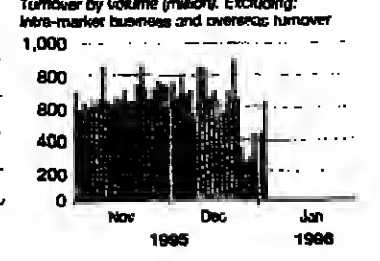
FT-SE-A All-Share index



Indices and ratios table with columns for Index Name, Value, Change, and Ratio. Includes FT-SE 100, FT-SE Mid 250, FT-SE-A 350, FT-SE-A All-Share, and FT-SE-A All-Share yield.

Best performing sectors table with columns for Sector, Change, and Index. Lists Electronic & Elec, Textiles & Apparel, Other Financial, Paper, Polym & Print, and Transport.

Equity shares traded



Turnover by volume (million) table with columns for Sector, Volume, and Turnover. Lists Gas Distribution, Insurance, Oil Exploration, Household Goods, and Oil, Integrated.

Upgrades boost Airways

UK carrier British Airways moved sharply ahead after it reported traffic figures at the top end of expectations, and a broker upgraded profit estimates.

The UK producer gained 6% to 195p, as turnover soared to 10m. Dealers were cheered by news that several US producers had lifted prices by around 3 per cent, a move seen as encouraging for the industry as a whole.

retailer last month after Refco said it was seeking broad new powers to investigate alleged anti-competitive practices. The shares have also been affected by a statement from BT's 60 per cent owned mobile phone subsidiary Cellnet, citing lower take-up of the service.

mooted recipient, still gained 11 to 485p. London & Manchester was caught up in the enthusiasm which focused on a possible approach from Liverpool Victoria Friendly Society, the mutual life insurer. Its shares gained 8 to 423p.

the second liners where Lowndes Lambert jumped 6 to 145p. Oil stocks lost some of their recent lustre as optimism over crude oil prices and political factors receded. Enterprise, believed to be in line for some 'take profits' advice from one broker, dipped 13 to 384p.

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LFFBS) table with columns for Open, Settle, Change, High, Low, Est. vol, and Open Int.

FT-SE 100 INDEX OPTION (LFFO) table with columns for Index, Call, Put, and Volume.

FT-SE 100 INDEX OPTION (LFFO) table with columns for Index, Call, Put, and Volume.

EURO STYLE FT-SE 100 INDEX OPTION (LFFO) table with columns for Index, Call, Put, and Volume.

TRADING VOLUME

Major Stocks Yesterday table with columns for Stock Name, Vol., and % Change. Lists BT, British Airways, British Steel, etc.

Telecom worries

BT shares moved back towards their three-year low achieved in mid-December as one broker repeated its caution over the company's prospects. The shares fell 4 1/2 to 345 1/2p with 14m traded.

Financial Times Equity Indices

Table showing financial times equity indices for Jan 4, 1996, with columns for Index Name, Value, and Change.

London market data

Table showing London market data including rises and falls, 52 week highs and lows, and LFFO equity options.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index with columns for Index Name, Value, and Change.

FT - SE Actuaries Share Indices

Table showing FT - SE Actuaries Share Indices with columns for Index Name, Value, and Change.

The UK Series

Table showing The UK Series with columns for Index Name, Value, and Change.

Financial Times World Business Newspaper advertisement. Includes text about Mastering Management, a subscription form, and a list of 100 FT-SE Actuaries Share Indices.

4 pm close January 4

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes sub-sections for 'COMPOSITE', 'INDUSTRIAL', 'FINANCIAL', 'TELECOMMUNICATIONS', 'ENERGY', 'UTILITIES', 'TRANSPORTATION', 'RETAIL', 'TECHNOLOGY', 'PHARMACEUTICALS', 'AGRICULTURE', 'COMMODITIES', 'CURRENCY', 'BONDS', 'FUTURES', 'OPTIONS', and 'COMMODITIES'. Each entry lists a company name and its corresponding price and change.

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Continued on next page

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for stock name, price, change, and volume.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market listing various stocks with columns for stock name, price, change, and volume.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks with columns for stock name, price, change, and volume.

Advertisement for Matala featuring the slogan 'Have your FT hand delivered in' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.'

Continuation of the NASDAQ National Market table from the previous page.

AMERICA

US equities volatile in early trading

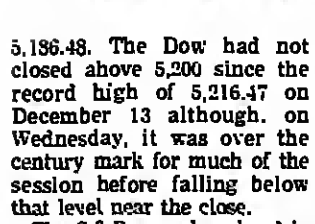
US share prices were mostly lower in early trading. The Dow dropped after an early attempt to establish itself above the 5,200-point mark...

The Dow Jones Industrial Average shot ahead 33 points in early trading to 5,227.31 but by 1 pm it had retraced those gains...

Wall Street

US share prices were mostly lower in early trading. The Dow dropped after an early attempt to establish itself above the 5,200-point mark...

NYSE volume



5,136.48. The Dow had not closed above 5,200 since the record high of 5,216.47 on December 13 although, on Wednesday, it was over the century mark for much of the session before falling below that level near the close.

The S & P was also ahead in early trading before falling in the early afternoon. At 1 pm it was 2.68 lower at 618.61. The American Stock Exchange composite shed 3.33 at 549.84. NYSE volume came to 294m shares.

Mexico City eases

Mexico City was weaker by midsession as investors decided that after the substantial rises over the last few sessions it was time to take profits. The IPC index was off 14.94 at 2,969.84, but up from an earlier low of 2,965.70.

S Africa remains at peak

Johannesburg climbed further into record territory as renewed demand from US and European investors reawakened the market after a quiet start. The overall index gained 59.1 to 6,466.6. Industrials picked up 41.9 to 8,237.5 and golds rose 29.6 to 1,480.2.

EUROPE

More all time highs as dollar extends recovery

Once again, several bourses achieved new all-time highs. AMSTERDAM finally made it through the 500 level, the AEX index closing with a rise of 1.69 to 501.10.

The main winners were leading multi-nationals such as Unilever, which gathered F1.3 at F1234.50, and Philips, F1.40 firmer at F162.90. Dealers also picked up SFR23 to SFR1385.

ASIA PACIFIC

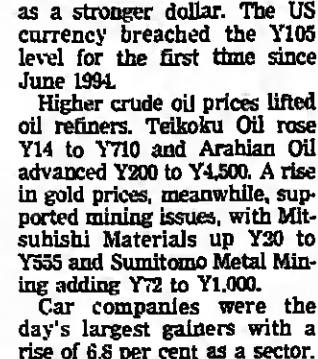
Nikkei returns, catches upbeat mood with 3.8% gain

In Osaka, the OSE average rose 693.54 to 22,144.73 in volume of 23.3m shares. Regional markets experienced a day of stark contrasts.

Roundup

Regional markets experienced a day of stark contrasts. BANGKOK closed at a five-month high, helped by a flood of foreign fund buying.

Pacific Basin



stocks were among the major losers. Investors believed that these companies could be hit hardest by the economic slowdown.

Bankers featured a SFR9 rise to SFR1,277 in UBS as BK Vision, the investment company, said that it had not yet decided whether to appeal against a judge's decision rejecting its request for a special audit of its old adversary.

MADRID, DUBLIN and OSLO were the other three all time highs, achieved in a variety of ways. A 3.1 per cent gain in Spanish construction stocks, with the formerly troubled Huarpe up Ptas5, or 11 per cent at Ptas55, was instrumental in a general index rise of 329.03.

ASIA PACIFIC

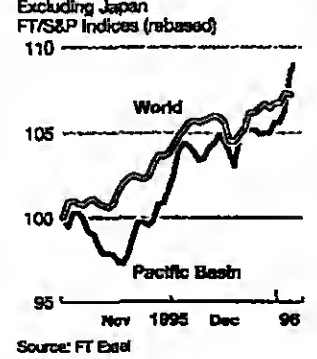
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FT-SE Actuaries Share Indices

Table with columns for Hourly changes, Open, 10.30, 11.00, 12.00, 13.00, 14.00, 15.00, Close. Rows include FT-SE Europe 100, FT-SE Europe 200, FT-SE Europe 300, and various regional indices.

closed DM12 higher at DM562, after touching DM564 on the proposition that it could sell its 48 per cent of a pooled, 37 per cent Degussa stake for up to DM700m. Continental and BMW rose 33 pps to DM20.80, and DM11 to DM781, respectively, the latter after it said that car sales were up 3 per cent in 1995.

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There was also a small measure of disappointment that the Bank of France had not made any change in the repo rate.

Renault advanced FF2.10 to FF151.50, as rumours surfaced that the vehicle manufacturer had been selling a part of its stake in Volvo of Sweden.

As expected, the Bundesbank did not lower interest rates. However, there was strength in banks with Bayernbypu up 68 pps at DM37.40, and Deutsche Bank DM1.09 better at DM70.60, reflecting general hopes for reducing bond yields in the first quarter of 1996.

ASIA PACIFIC

Nikkei returns, catches upbeat mood with 3.8% gain

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FT/S&P ACTUARIES WORLD INDICES

Large table with columns for National and Regional Markets, Wednesday January 3 1996, Tuesday January 2 1996, and Dollar Index. Rows list various countries and their respective stock indices.

Advertisement for 'Investors Chronicle' featuring the headline 'THE BIG STORIES ABOUT THE SMALL PRINT'. It includes a graphic of a 'Savings Traps' report and text describing the publication's content and availability.

CAPITAL MARKETS - POLAND

Our client, a leading global bank with a network of offices throughout Central and Eastern Europe, is in the process of establishing a capital markets operation to complement its existing corporate banking representation in Warsaw. We are looking to recruit three exceptional people, ideally in their late 20s to mid 30s, who possess the drive and determination to develop the bank's capabilities in the equity and fixed income markets as follows:

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- The Position:**
- To build a client-oriented equity research capability for the bank in Warsaw focused primarily on analysing the top Polish corporates together with various investment projects.
 - To market this equity research product, incorporating definitive investment views, to a growing institutional client base.
- The Candidate:**
- Self-starter, degree/MBA qualified, possessing a minimum of two years' Polish equity analysis experience, focused primarily on fundamental analysis, gained from a banking, fund management or management consultancy background.
 - Fluent in English and Polish - preferably of Polish nationality.
 - Strong interpersonal skills and the ability to lead by example. Ref: 2174

Salt Chapman Associates

EURO AND DOMESTIC FIXED INCOME ORIGINATION SPECIALIST

- The Position:**
- To originate structured fixed income transactions for Poland incorporating convertibles, local currency swaps and options for private placement purposes.
 - To originate plain vanilla bond and money market public issues.
 - To enhance an integrated approach to clients in conjunction with the bank's corporate banking and structured finance departments.
- The Candidate:**
- Degree qualified, possessing a minimum of two years' experience of originating bond/money market public issues in the Polish market, gained from working in a leading investment bank.
 - Fluent in English and Polish - preferably of Polish nationality.
 - Innovative self-starter with the ability to work to tight deadlines. Ref: 2175

All three positions provide highly competitive salary and benefits packages, including significant bonus potential. For the right individuals, career prospects within this leading global bank, with a strong commitment to the emerging markets, are considerable.

SALES TRADER - ZLOTY DENOMINATED SHORT-TERM PAPER

- The Position:**
- To sell T. Bills, money market and FX instruments (both plain vanilla and structured) in an international client base.
 - To sell the above instruments, in addition, to a domestic client base.
 - To work closely with the bank's treasury and corporate banking account managers.
- The Candidate:**
- Minimum of eighteen months' sales experience to a developed international client base.
 - Fluent in English and Polish - preferably of Polish nationality.
 - Some prior experience in the use of swaps and/or other derivative instruments. Ref: 2176

To apply, please telephone or write to Neil Salt, Salt Chapman Associates, International Search and Selection, 41 Dover Street, London W1X 3DB. Tel: 44-(0)171-493 1319. Fax: 44-(0)171-493 0835

Program and Budget Officer

The World Bank, the leading multilateral lending agency in the field of global economics, has a challenging opportunity for a Program and Budget Officer at its Headquarters in Washington, DC, USA.

- Responsibilities of the position include:**
- Reviewing expenditures and work programs to provide input in budget preparation and monitoring
 - Examining the impact of proposals for changes in policies covering staff benefits and administrative and personnel services
 - Undertaking studies of financial management issues related to efficiency and effectiveness, and cost and expenditure patterns
 - Providing advice to internal client units on matters of budget policy and management

- The successful candidate must have:**
- Advanced degree in management or finance with specialization in management accounting or employee benefits
 - Experience in employee benefits and a broad financial background
 - Ability to work effectively in a team interacting with clients
 - Strong analytical and evaluation skills and ability to conduct independent research and formulate recommendations

The position also requires excellent interpersonal and communication skills including proficiency in written and spoken English.

The World Bank offers an internationally competitive compensation package including expatriate benefits. Candidates interested in applying should, within 14 days, send resume or CV, indicating position code, to: FAX (202) 477-1831, or E-mail: WORLDRECRUITMENT@worldbank.org or mail to: The World Bank, Staffing Center (Code: PBD/05), Room 0-4137, 1818 H Street, NW, Washington, DC 20433 USA.



ACCOUNTANCY APPOINTMENTS

Oxford

Our client is a US owned diversified manufacturer with worldwide operations and turnover of around \$570 million. The European operations are in the UK, Ireland, France, Germany, Italy, Spain and Scandinavia. The European Internal Audit Manager is responsible for planning and reviewing the financial, operational and EDP audits of the European operating subsidiaries. He/she will also assist with the preparation of local statutory accounts and tax computations. The position reports to the Internal Audit Manager in the US and has one direct report in the UK. The European Internal Audit Manager also works closely with the European Treasurer. Candidates for this position will be Chartered

£45k package + car

Accountants working in the profession or as an internal auditor in industry or commerce. You will be conversant in French and German and be willing to travel. A proactive approach, good organisational skills and the ability to contribute to the efficient financial management of the company are important attributes.

The role offers excellent career potential. To explore this opportunity in more detail, please send a comprehensive cv including current salary details and quoting reference number 3496 to Frances A Bell, Touche Ross Selection and Search, Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

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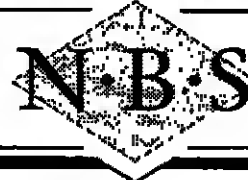
North West

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- THE COMPANY**
- Significant UK plc with multisite manufacturing, retail and distribution operations worldwide.
 - Turnover £600m. Profitable and expanding. Highly autonomous business units.
- THE POSITION**
- Identify major issues amongst operating units and present solutions.
 - Emphasis on cashflow management. Significant project work and travel throughout the UK and overseas.
 - Build and maintain excellent relationships internally at senior level and with external auditors.

- QUALIFICATIONS**
- Qualified Accountant, aged 28-35. Background in the profession or industry. Audit experience essential.
 - Previous exposure to sizeable international organisations, ideally in manufacturing/retail. Background in project work.
 - Motivated self-starter. Able to run key function within the Group and to progress. Computer literacy essential.
 - Credible at senior management and Board level. Detail conscious yet able to see the wider picture.

Please send full cv, stating salary, ref IYP2539, to NBS, Prospect House, 32 Sovereign Street, Leeds LS1 4BJ



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Financial Controller

- THE POSITION** Ref SP5016
- Broad responsibility for financial control/external reporting.
 - Lead integration of BTEC/ULEAC finance functions, motivating staff and upgrading systems/procedures.
 - Excellent longer-term career prospects, working closely with Finance Director on further commercialisation of organisation.

- QUALIFICATIONS**
- Bright, graduate accountant, preferably ACA. At least 5 years' PQE, including line finance role in service sector.
 - Strong technically, backed by first-rate staff management skills. Enthusiastic agent of change.
 - Robust yet diplomatic approach. Self-starter, excellent communicator.

Head of Management Accounts

- THE POSITION** Ref SP5017
- Responsibility for creation of management accounting function, designing systems/procedures to provide commercially-focused management information. Introduce activity-based costing.
 - Lead budgeting/forecasting process across restructured organisation. Wide-ranging contact with business managers.
 - Champion improved financial performance. Involvement in ad hoc project appraisal.

- QUALIFICATIONS**
- Graduate, qualified accountant. At least 5 years' PQE. Knowledge of activity costing gained in services or manufacturing essential.
 - Hands-on team player. Drive and vision to establish department from clean-sheet start.
 - Self-motivating, supportive and open management style. Credible at all levels across organisation.

Please send full cv, stating salary, quoting relevant reference, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2ER



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The Finance Director, reporting to the Managing Director, will be a key member of the top management team, - and will make a distinctive contribution to the development of commercial strategy, planning and controlling the company's finances, and making the case for ongoing major investment in the company by its parent company - including the possible relocation of the whole

business in the near future. A Chartered Accountant, widely experienced in financial management in a quality manufacturing company, you will relish the challenge of a proactive role in a market-leading company which is focused on its future growth.

A good blend of energy, acumen, strategic vision, hands-on IT and financial control will ensure strong career development in the company or the wider group.

Please send a comprehensive CV to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 0161-839 2000, Fax: 0161-839 0064, quoting ref: FT.47.E.

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strong audit experience gained either in practice or industry, ideally combined with financial line management experience. The International Audit Manager will have responsibility for reviews of operating units across the group. The role will involve 35% travelling, both UK and overseas.

This represents a key appointment in the continuous development of the corporate audit function, and candidates must have the potential to progress to a Senior Line Management role in the medium term with Lucas. Therefore, in addition to technical skills a flexibility of approach combined with excellent interpersonal and management skills are prerequisite attributes.

Interested candidates should apply in writing, quoting reference 266760, enclosing a full CV including a daytime telephone number and details of present remuneration to Andrew Jones, Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



Michael Page Finance

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The requirement is for an ACA, ACCA or CIMA with two to four years post qualification experience in an international company - preferably in a similar function in Finance and Controlling or with an international Audit Company.

YOU are a 'generalist' with sound experience in the consolidation of companies financial statements, financial analysis and in preparing financial statements to accordance with IAS.

YOU are looking to join a dynamic young team and bring with you excellent communication skills and familiarity with commonly used PC software.

AS YOUR place of work would be in the area of Bonn - Köln/Germany, competence in the German language is expected. Please send your CV, quoting current salary to...

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Financial Times.

One Southwark Bridge, London SE1 9HL.

MANAGEMENT

Roger Matthews on an ambitious programme to empower blacks in the railway industry

South African engine of change

Few industries internationally have been more bound by tradition than railways. Son followed father, promotion depended on length of service, jobs were rigidly defined, overstaffing was endemic, and hierarchies stubbornly resistant to change.

South African railways were no different, but with the important added ingredient of the apartheid system, which dictated that management was almost exclusively reserved for whites, and the least skilled jobs for blacks. As one long-serving manager says: "I have to admit that many of my colleagues saw themselves as the guardians of apartheid, not least because it was a guarantor of their jobs, and those of their children in the years ahead."

The commercial writing was already on the wall for South African railways with the onset of recession at the end of the 1980s which led to a sharp decline in business and greater losses. But it was to be matched, and then exceeded, by the pace of political change, culminating in the 1994 general election which brought the African National Congress to power.

The combination of these commercial and political pressures has forced unprecedented changes on the industry, and mirrors the challenges faced by South Africa as it re-enters the world economy.

The commercial part of the process was launched in 1990 when the Nationalist Party government reorganised the transport sector. Transnet was established as the company with overall responsibility for the state-owned transport sector, and the railways, renamed Spoornet, became one of its operating subsidiaries. The aim was to eliminate losses, improve efficiency and deliver a service to customers which would meet the challenge of road haulage. There was also a desire to bring more blacks into management, in anticipation of the political changes still to come.

To that has now to be added the new government's programme for the restructuring of the state sector, of which the hotly debated issue of privatisation is part. Stella Sigcau, the minister of state enterprises, is among those senior ANC members who strongly believes that black empowerment must be a central part of that process.

This argument has been given added force by the impact that the reorganisation of Spoornet has already had on the labour force, with total employment having fallen from 162,000 to 68,000 in the past six years. Inevitably, black

workers have suffered most from the loss of jobs. Spoornet, which derives 98 per cent of its business from long-haul freight and just 2 per cent from passenger services, may have turned the financial corner with profits last year of R734m (£100m), but the racial composition of management has been slower to change.

Anton Verwey, the deputy head of human resource development at Spoornet, says that the issue of black empowerment must be seen within the overall commercialisation process, but admits that the targets set by the company are a reflection of the demographic composition of the country. In particular, the targets have been set to conform to the objectives outlined by the Black Management Forum, an organisation of black entrepreneurs whose recommendations have been broadly accepted by government.

If achieved, this would mean that

by the end of 2000, blacks employed by Spoornet would form 80 per cent of all trainees, 70 per cent of supervisors, 50 per cent of junior managers, 40 per cent of middle managers, 30 per cent of senior managers and 20 per cent of executive directors. Put another way, the overall composition of Spoornet's workforce would be 70 per cent black, which includes mixed race and Indians, and just 30 per cent white.

To move towards this objective Spoornet has adopted a 13-point human resources plan, which has at its core a commitment to appoint two blacks for every white, and to promote from within wherever possible. Evaluations are based on competence, rather than on formal qualifications and experience. This is supplemented by the most ambitious training programme within the state sector. During a 12-month period over 500 people will attend an intensive two-week course designed specifically for Spoornet



By the end of 2000, the Spoornet workforce aims to be 70 per cent black

by the US consultants, Mercer Management Consulting, and aimed initially at experienced whites and new entry non-whites at middle management levels and above.

At the technical level, a computer-based business game has four teams competing against each other

have only been with Spoornet for a few months. Mercer executives, and the 15 Spoornet staff they have trained to oversee the programme, admit that entrenched racial attitudes are sometimes hard to overcome, but that there are also cheering examples of individuals acknowledging the skills and personal qualities of people with whom previously they would have had no professional or social contact.

The other key aim of the programme, according to Verwey, is to instil in new entrants a deep affection for the industry. "There is huge competition in South Africa today for really capable people, so not only do we have to attract and train them, but also we have to keep them. We are hoping to make them fall in love with railways and keep alive the old belief that the railways is a job forever, something they join for life," he said.

Motivating middle-aged, middle-ranking white staff to believe they still have a promising future in Spoornet is no less of a problem. Their prospects for advancement have all too obviously been reduced, both by the need to streamline the industry and the emphasis that has been put on promoting relatively inexperienced members of the black community.

Critics of the programme argue that Spoornet is attempting to tackle too many issues simultaneously, by forcing the pace of black empowerment while trying to become a more profit-oriented business. They might also reflect that is the challenge which no less faces South Africa as a nation.

Why nationality is still important

None of the world's companies is truly 'global', argues Winfried Ruigrok

During the late 1980s, the term globalisation emerged as a fad in management jargon. Business people, gurus, journalists, government officials and academics readily adopted the word into their daily vocabulary. But to what extent have big companies really become "global"?

Despite differing interpretations of what globalisation means, many people have come to accept globalisation as an emerging or even established reality.

However, in *The Logic of International Restructuring*, I and my co-author Rob van Tulder of the Erasmus University Rotterdam challenge this view and argue that none of the world's largest companies in 1993 could truly be called "global". Champions of the globalisation thesis tend to overstate a company's degree of freedom and underestimate the importance of a company's domestic environment in the internationalisation process. In most cases, a well-organised supply base, stable industrial relations and close links to a national government significantly reduce a company's propensity to internationalise.

In our assessment of the internationalisation of the world's 100 largest companies in 1993 (based on the Fortune Global 500 list) firms were found to have made most progress internationalising sales. More than 40 companies generated at least half their sales in foreign markets.

To many companies, selling abroad primarily means exporting - the dominant mode of internationalisation for centuries. The internationalisation of production has been much less impressive. For instance, while Daimler-Benz and British Aerospace generated 57 and 65 per cent of sales abroad respectively in 1993, they kept only 19 and 18 per cent of their assets abroad. In 1993, only 18 companies maintained the majority of their assets abroad: Nestlé, Royal Dutch/Shell and ABB did, while Ford, Hewlett-Packard and Sony did not.

The internationalisation of shares

in 1993 was even more limited, suggesting that most large companies still consider that financial security is best warranted at home.

German companies such as Bayer and Hoechst displayed significantly higher levels of internationalisation here, however. This may seem surprising, since stock exchanges and shareholdings play a smaller role in Germany than in, for instance, the UK or the US, and the links of German companies with long-term capital providers could be expected to reduce rather than increase their urge to internationalise shares.

However, German companies are often listed on stock exchanges in neighbouring German-speaking countries.

Finally, the composition of top management boards largely remains a national concern. Of the 30 US companies listed, only five (Philip Morris, Du Pont, Chrysler,

Johnson & Johnson and United Technologies) had a foreigner on their executive boards.

National patterns provided interesting results. For instance, US companies displayed relatively high levels of internationalisation in the financial sphere, reflecting a more antagonistic bargaining arena between manufacturers and financial institutions at home. Japanese companies in 1993 trailed the levels of internationalisation shown by their US and European competitors.

On average, large companies originating from small countries showed the highest degree of internationalisation in every functional area of management. These companies had to escape from small domestic markets and supplier bases early on. Thus, big companies from Switzerland (Nestlé and Ciba-Geigy), Sweden (Volvo and Electrolux) and the Netherlands (Philips)

have been internationalising for many years. The same is true for companies with bi-national ownership such as Royal Dutch/Shell and Unilever (both Anglo-Dutch) and ABB (Swedish/Swiss). Only for these companies, foreign sales and foreign assets percentages tend to converge at very high levels of internationalisation.

"Borderless" companies are rare and the nationality of a company continues to be significant. For instance, both Ford and Toyota claim they are in a globalisation process but their behaviour differs widely, based on different domestic circumstances. Ford aims to establish a worldwide division of labour exploiting comparative advantages and advantages of standardisation and economies of scale.

As early as the 1970s, Ford tried to launch a "world car", assuming converging consumer tastes which

would make it possible to sell the same car all around the world. Although this first attempt failed, the *Mondeo* model represents another attempt to market one model in all developed markets. Toyota, on the other hand, abandoned the world car concept in its 1996 annual report. Rather than striving for a dispersed division of labour, Toyota is seeking to concentrate production in North America and Europe, and trying to emulate level in the US and the UK its model of close interaction with suppliers, workers, dealers and governments, which it successfully developed at home.

The nationality of a company also matters in another respect. Among the top 100 virtually all appeared to have sought and gained from industrial and/or trade policies at some point. At least 20 companies in the 1993 Fortune top 100 would not have

survived as independent companies if they had not been saved in some way by their governments.

If the global and footloose firm as yet does not exist, why is this image so omnipresent? One answer may be that the word globalisation contains very strong rhetorical overtones: it suggests a quantum leap beyond previous stages of internationalisation, promising a better tomorrow. A second answer may be that the globalisation thesis provides big companies with a major bargaining chip in their negotiations with suppliers, organised labour and governments.

Ultimately, the image of globalisation could help to keep decision-making power at the corporate level. As former US president John F. Kennedy once stated: "The great enemy of truth is very often not the lie - deliberate, contrived and dishonest - but the myth - persistent, persuasive and unrealistic."

**The Logic of International Restructuring*, Routledge, £13.99.

The author is a visiting researcher at Warwick Business School.

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BRITISH PROPERTY FEDERATION

Code of Practice for Commercial Leases

The British Property Federation fully supports the Code of Practice for Commercial Leases launched by the government. The BPF has played a key role in drafting this, following the government's call for the property industry to produce a satisfactory code to raise awareness of the terms of leases among occupiers. The Code aims to improve practice in the business relationships between landlords, tenants and their advisers. The BPF will ensure that the Code is actively promoted and widely distributed.

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When Brit Art meets Brit Pop

Lynn MacRitchie reviews the grandfathers of them all, Hockney and Warhol

Over Christmas I received a mysterious gift in a modest cardboard box lay a handsome paper fan which, when opened, seemingly revealed that famous photo of Marilyn Monroe taken in her early pin-up days: hands behind head, eyes half closed, red lips open, then still brownish hair in waves around her naked shoulders. Only a very close look revealed the image to be not that of Marilyn, but of Japanese artist Yasumasa Morimura, wigged, rouged and sporting false breasts. Morimura specialises in using computers to alter famous images to incorporate his own features, and the piece had been commissioned by US software mogul Peter Norton to send out as a Christmas keepsake.

Many of the young British artists whose work has made such an impact this year make work with similar concerns, and some - Michael Landy, Matt Colishaw, Sam Taylor Wood, Tracey Emin, the Wilson Twins - have had shows in London. 1996 has been the year of Brit Art as well as Brit Pop, and just as the bands Blur and Oasis trace their roots to the Beatles and the Stones, this generation of artists are Pop Art's children.

The struggle just went away. The line relaxes and the coloured pencils do the walking, strolling through Egypt and Los Angeles like tourists, snatching graphic snapshots to show the folks back home.

Visual amusement becomes all a lifetime of doodling, with ideas as well as with pencils, joining up Polaroids, making faxed drawings. On the acoustic Hockney talks of the death of a friend. You can hear the hollow address in his voice, but he does not make a drama of it; he is controlled, decent. He is controlled about his work, too: his decency stops him short of greatness, and leaves his audience safe to admire a skill that will never force them to see too much.

Andy Warhol saw a great deal, recording his New York Factory studio intimates with the all-seeing eye of Polaroid and film. He also observed himself. The self-portraits and studies of skulls done from the mid 1970s until he died some ten years later turned his obsession with death, explored in the early car crash and electric chairs paintings, on to himself.

The flat and flashy technique of bright colour overlaid with black screenprint has an unnerving effect, the artist's features floating like ectoplasm on the surface of the canvas, his eyes staring out as if from beyond the grave. Warhol is the ultimate source of Damien Hirst's unblinking gaze into death. He is the old master of the new generation, their true progenitor. Like Hockney, he was a skilled draughtsman, but preferred to use the techniques he had learned as a commercial artist to ensure that his work could pretend to be "just surface." While Hockney looked backwards to Cubism, Warhol, in his relentless concentration on the apparently trivial, his rejection of skill in favour of mechanical means of reproduction such as silk screen, showed the way forward.

Like Cézanne or Picasso, he invented a new language, and it is the mother tongue of this generation of young artists. They have understood Warhol's profound insight that popular culture is just that, their culture, the all-pervading atmosphere of their lives. They know, as he knew, that the profundities of existence are flickering there on the TV

screen with the home shopping channel and the soaps, that there is no more innocence and no turning back.

Sam Taylor Wood makes videos which play with the dichotomy between image and sound, screened roughly on the gallery wall. Michael Landy makes large-scale installations which use real objects - market stalls, industrial cleaning equipment - to make comments about social issues. Tracey Emin tells her life story in all sorts of ways, embroidering objects, reading from her diaries. She has opened her own "museum" in a south London shop to continue her dialogue with the public. Like Hockney and Warhol she draws beautifully, but that is not the point. The point now is to find meaning in the maelstrom of images that is the modern world. These young artists know that when everything is interchangeable, exile ceases to be an option, and the only reality is the one you create for yourself.

David Hockney drawings, Royal Academy until January 28. Andy Warhol, Anthony D'Offay, until January 27. Sam Taylor Wood at White Cube until January 20.



Self-Portrait by Andy Warhol: like Picasso, he invented a new language



Mozart's 'Die Entführung aus dem Serail' at the Opéra du Rhin, Strasbourg with Iain Paton and Alan Ewing - and baby rhinoceros

Exotic textures of Les Arts Florissants

There is nothing quite like a visit to the opera in the French provinces. The theatres are mostly old and shabby, and front-of-house facilities can be a bit primitive. But the auditoria are beautifully proportioned, and the opera public is informal, attentive, open-minded. A Sunday matinee at the Théâtre Municipal to Strasbourg generates a mood of expectation that takes one back to early theatre-going experiences. And in the Opéra du Rhin's Christmas production of *Die Entführung aus dem Serail*, those expectations were richly fulfilled.

Other conductors mistake for "Turkishness". But he is a natural theatre man, setting brisk but flexible tempi, and building the ensembles into a fever of musical jubilation. The performance unfolded in an unbroken sweep of two-and-a-half hours. Benoit Dugard's soft-toned decor consisted of a series of receding frames, giving the stage natural flexibility and false perspective. Sue Williamson's period costumes were a model of their kind. Within this gently understated setting, Lawless focused the drama almost exclusively on the torn emotions of Konstanze and the Pasha. Here was a man of power, passion and enlightened

humanity, surrounded by vestiges of the arts and science, to whom the biggest prize in life - the love of the woman he wanted - was denied. And here was a woman who would have willingly given herself to him, were it not for her prior allegiance to another. Their relationship was so tactile that one could have imagined Konstanze losing control if Belmonte had not made such a timely arrival. While the final curtain presented a resolution of sorts, it was clear the emotional wounds would never completely heal. Mozart's *Singspiel* emerged as more than just a plaything for fidelity, tolerance and forgiveness. Beneath its classical exterior lay a tale almost as contemporary and complex as that of *Costi*. These insights came at a price. Like Christie, Lawless played down the barbarous setting, and confined the comedy to some harmless by-play with

a pantomime rhinoceros and a pair of crocodiles. The remaining characters were reduced to bit-players - with devastating consequences for Alan Ewing's Osemin, who sang clearly but lacked oriental menace. The cast had been chosen more for musical values than operatic expressiveness. Yann Beuron's Belmonte, for example, sang with otherworldly timbre usually reserved for legendary voice recordings, but he acted like a schoolboy. Rosa Mannion called through "Marten aller Arten", and would make an outstanding Konstanze if she could be a little less doll-like. With Patricia Petibon's Blonde and Iain Paton's Pedrillo, we had the best of both worlds: characterful singing, especially in Paton's Act 2 aria, and plenty of playful repartee. And in Jürg Löw's tall and subtly articulated Pasha, the production had the perfect centrepiece.

Andrew Clark reviews Mozart in Strasbourg

INTERNATIONAL

ARTS GUIDE

AMSTERDAM

CONCERT
Concertgebouw
Tel: 31-20-5730573
● Koninklijk Concertgebouworkest with conductor/callist Mstislav Rostropovich, violinist Gidon Kremer and viola-player Yuri Bashmet perform works by Tchaikovsky and Schnittke; 8.15pm; Jan 11

BERLIN

CONCERT
Deutsche Oper Berlin
Tel: 49-30-3438401
● Cammina Burana: by Orff. Performed by the New London Consort, conducted by Philip Pickett, and the Chor und Orchester der Deutschen Oper Berlin with conductor Rafael Frühbeck de Burgos. Soloists include Flornuala McCarty and George Fortune; 7pm; Jan 6, 7 (7.30pm)

OPERA & OPERETTA
Kommische Oper Tel: 49-30-202600
● La Traviata: by Verdi. Conducted by Shao-Chia Lu and performed by the Kommische Oper. Soloists include

Nadelmann, Küttenbaum, Bach-Röhr, Fedin and Dobber; 7.30pm; Jan 7

BOLOGNA

OPERA & OPERETTA
Teatro Comunale di Bologna
Tel: 39-51-529999
● La Molinara: by Paisiello. Conducted by Ivor Bolton and performed by the Teatro Comunale di Bologna. Soloists include Adelina Scaramelli, Francesca Pedaci (Jan 10, 13, 17, 19), Carmela Ramiglio, Anja Karpe (Jan 10, 13, 17, 19), William Matteucci and Juan Luque Carmona (Jan 10, 13, 17, 19); 8.30pm; Jan 10; 6pm; Jan 14; 3.30pm; Jan 17, 18; 4pm; not on Jan 15; from Jan 9 to Jan 19

BONN

OPERA & OPERETTA
Oper der Stadt Bonn
Tel: 49-228-7281
● La Rondine: by Puccini. Conducted by Eugene Kohn and performed by the Oper Bonn. Soloists include Inva Mula-Tchako, Alinaea Arteta, Marcus Haddock, Bruce Fowler and Robert W. Overman; 7pm; Jan 6

HAMBURG

CONCERT
Musikverein Hamburg
Tel: 49-40-346920
● Hamburger Symphoniker with conductor Jao van Sten perform works by Rossini, Dvorák, Stravinsky, Tchaikovsky, Bizet, Offenbach and J. Strauss in a New Year's Concert; 7pm; Jan 6
● Philharmonie der Nationen with

conductor Justus Frantz, the Staatschor Litauen, soprano Sylvia Greenberg, alto Dalia Schaechter, tenor Daniel Galvez-Vallejo and bass Altan Mokri perform works by Beethoven; 8pm; Jan 7

LAUSANNE

OPERA & OPERETTA
Théâtre Municipal de Lausanne
Tel: 41-21-3101800
● La Corinto Ory: by Rossini. Conducted by Evelino Pilo and performed by the Opéra de Lausanne. Soloists include Alessandro Corbelli, Valéria Lecoq, Jeffrey Francis and Nadine Chéry; 8pm; Jan 7 (5pm), 9, 11

LILLE

THEATRE
Théâtre Sébastopol
Tel: 33-20 57 15 47
● L'École des Femmes: by Molière. Directed by Robert Manuel and performed by Spectacle du Lille. Starring Michel Galabru, Emmanuelle Léry and Yannick du Bain; 2pm; Jan 7

LONDON

CONCERT
Wigmore Hall Tel: 44-171-9352141
● Folies Bergères: the early music quartet perform works by Delalande, Daquin, Marais, Corrette, De la Borde and Montéclair; 4pm; Jan 7

DANCE
Royal Festival Hall
Tel: 44-171-9604242
● Swan Lake: a choreography by Gorsky/Messner to music by Tchaikovsky, performed by the English National Ballet. Soloists

include Cecilia Kerche and Flyán (Jan 8, 11, 13), Anna Seid and Paul Chalmers (Jan 9, 10, 13), and Irena Passaric and Laurentiu Guines (Jan 12); 7.30pm; Jan 8, 9, 10 (also 2.30pm), 11, 12, 13 (also 2.30pm)

MUNICH

CONCERT
Residenztheater Tel: 49-89-296936
● Selected Chamber Music Works: violinist Dietrich Cramer and pianist Nadja Rubanenko perform works by Hindemith, Brahms and Shostakovich; 11am; Jan 7, 9

NEW YORK

OPERA & OPERETTA
Metropolitan Opera House
Tel: 1-212-362-8000
● La Bohème: by Puccini. Conducted by Carlo Rizzi, performed by the Metropolitan Opera. Soloists include Patricia Racette and Vladimir Grishko; 8pm; Jan 9

PARIS

CONCERT
Salle Pleyel Tel: 33-1 45 61 53 00
● Ensemble Orchestral de Paris: with conductor Jean-Jacques Kantorow, harpist Frédérique Cambreling, flutist Clara Novakova, clarinetist Richard Veille and bassoonist Michel Denize perform works by R. Strauss, Mozart and Saint-Saëns; 8.30pm; Jan 9
Théâtre des Champs-Élysées
Tel: 33-1 49 52 50 50
● La jeune fille à la mort: cellist Arto Noras performs works by J.S. Bach, the Prague Quartet perform works by Schubert, and violinist

Jean-Jacques Kantorow and alto Harro Beyerle perform works by Schubert; 8.30pm; Jan 10

THEATRE
Théâtre de la Ville
Tel: 33-1 42 74 22 77
● La Moutette: by Chekhov. Directed by Alain Françon. The cast includes Pierre Ballot, Carlo Brandt, Clotis Cornille and Valérie Drévillo; 8.30pm, Jan 21, 28; 3pm, not on Jan 14, 15, 22, 29; from Jan 9 to Feb 3

ROME

OPERA & OPERETTA
Teatro dell'Opera di Roma
Tel: 39-6-481601
● Iris: by Mascagni. Conducted by Gianluigi Gelmetti, performed by the Opera di Roma. Soloists include Nicolai Ghiaurov, Daniela Dessi (Jan 9, 11), Iano Tamar (Jan 13, 16, 19), José Cura and Roberto Servile; 8.30pm; Jan 9, 11, 13 (6pm), 18, 19

THEATRE
Teatro Eliseo Tel: 39-6-4880831
● La Malice Imaginaire: by Molière. Directed by Jacques Lassalle and performed by the Teatro Stabile del Veneto Carlo Goldoni (in Italian). The cast includes Giulio Bosetti, Marina Bonfigli and Antonio Salines; 9.45pm; from Jan 9 to Feb 4

SEATTLE

EXHIBITION
Seattle Art Museum
Tel: 1-206-625-8900
● The Gems of Brazil: Martin Johnson Heade's Hummingbirds: exhibition of a series of 16 small paintings by the 19th century American painter Martin Johnson Heade, lent from the private

Manoogian Collection; to Jan 14

STOCKHOLM

OPERA & OPERETTA
Kungliga Teatern - Royal Swedish Opera House Tel: 46-8-7814300
● La Traviata: by Verdi. Conducted by Kjell Ingebrøsten and performed by the Royal Opera Stockholm and the Royal Opera Chorus. Soloists include Britt-Marie Ahrun and Stefan Tedalberg; 7.30pm; Jan 8

STUTTGART

OPERA & OPERETTA
Staatstheater Stuttgart
Tel: 49-711-221795
● Fidelio: by Beethoven. Conducted by Robert Spano and performed by the Oper Stuttgart. Soloists include Evans, Wulsh-Ebbecke, Probst, Krämer, Hülle and Nieuweling; 7.30pm; Jan 8, 11 (7pm)

WASHINGTON

OPERA & OPERETTA
Eisenhower Theater
Tel: 1-202-416-7818
● Verlobung im Traum: by Krása. Conducted by Israel Yafin and performed by the Washington Opera and the Nationaltheater Mannheim, Germany; 7.30pm; Jan 6, 8

ZURICH

OPERA & OPERETTA
Opernhaus Zürich
Tel: 41-1-2686666
● La Fille du Régiment: by Donizetti. Conducted by Marcello Panni and performed by the Oper Zürich; 7.30pm; Jan 11

of the board takes a direct interest.

When Digital Equipment entertained thousands of UK contacts over the years at dance events, it was creating a friendly civilised atmosphere in which to foster relationships; with the Cirque de Soleil Digital pc is hoping that its guests will also go away with a brand image of its personal computer. The arts now have to battle for the attention of marketing-orientated managers with a whole range of "events".

In contrast, BT is a sponsor which veers towards the community with its £2m a year sponsorship budget. It concentrates its funding on young artists and amateurs rather than glibly events. It has just renewed its support for the National Theatre's educational programme, signing up for another two years at a cost of £400,000.

The formula for the new BT National Connections is rather different: the commissioned writers will hold workshops on their plays this summer at the NT and see them performed by the schools and youth groups in the summer of 1997.

Next week the NT will announce a sponsorship deal with AT & T. The Almeida and the RSC will also benefit from this initiative for new drama, which is valued at \$165,000. The Almeida has long been supported by AT & T (to the tune of £250,000 over five years), but for its current production, Charles Wood's version of Dumas' melodrama, *The Tower*, it has attracted support from the two most successful men in British arts. Cameron Mackintosh, through the Mackintosh Foundation, has commissioned and paid for Jonathan Dove's music, and Sir Andrew Lloyd Webber has paid for John Napier's imaginative set. This joint backing is worth at least £20,000.

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COMMENT & ANALYSIS

Forecasting the outlook for the French economy this year is no easy matter...

No pain, no gain

Didier Maillard forecasts difficulties for France unless structural reforms are tackled

Table with 5 columns: Economic outlook, 1993, 1994, 1995, 1996. Rows include GDP, Private consumption, Business fixed investment, Inflation, Current account.



Most forecasters hesitate between two scenarios. The more optimistic is that present developments will restrain growth this year...

Optimists point out that GDP is 2 per cent or 3 percentage points below its potential by most estimates...

investment prospects in manufacturing, forecast to rise 13 per cent in nominal terms this year. But indices of business confidence and households' expectations of the economy are near historical lows.

problems would improve France's long-term prospects, even if it creates short-term disruption to the economy.

France can be seen as in the midst of a transition between two economic systems. The old system was to a certain extent a command and control one.

The Maastricht day of judgment will come some time early in 1996, when the decision is made on which European countries have fulfilled the criteria for joining the monetary union.

Strong growth would undoubtedly help in pushing through structural reforms, especially in providing alternative employment for those whose jobs are displaced.

Last year was a very difficult one for Japan. Already the fourth year of prolonged recession...

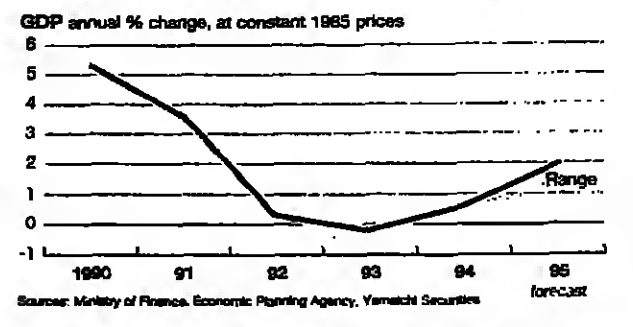
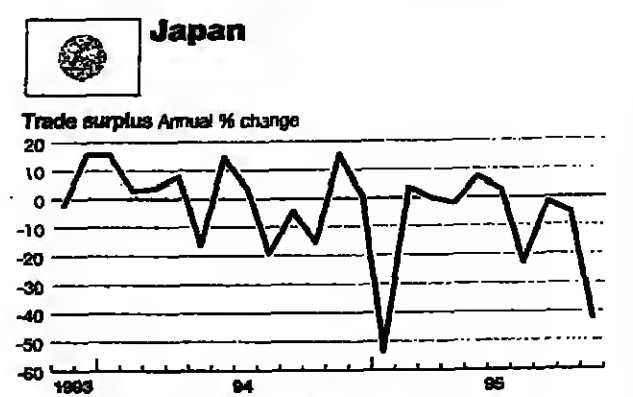
recession. It started with a too strong yen and depressed asset markets. But the situation was aggravated by the Kobe earthquake...

Yet it may not be easy to sustain even this meagre recovery. A number of problem areas call for close observation in 1996 and beyond.

So far, the reduction in employment has been achieved mainly through recruiting fewer graduates and encouraging early retirement.

On the brink of bigger role

Shijuro Ogata suggests Japan's economy may have peaked as it becomes more international



country's difficulties, especially bureaucratic rivalry and inflexibility. After the postwar dominance of the Liberal Democratic party...

There is a common thread to these problems. Japan is becoming economically and politically more international. At the same time, its economy is becoming more international...



SKI CANADA WITH THE FT AND ARNIE WILSON

The Canadian Rockies, once the preserve only of the skiing expert, the "powder hound" and the heli-skier, is now available at a reasonable cost to FT readers...

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Russia playing political game and getting it right

From Mr Robert Devane. Sir, President Boris Yeltsin's instructions to prime minister Viktor Chernomyrdin to purge "saboteurs" from the economics and finance ministries...

One-sided Crucial question on bank independence

From Ms Joia Shillingsford. Sir, Why no comments from women on the business challenges of 1996 and on helpful books? Could the authors of "Big ideas, big books" (January 2) not think of one top female in the English speaking world who reads business books?

Complacency can also be a threat to democracy

From Ms Karin Dubsy. Sir, Philippa Rann's letter on democracy (January 2) states that there are powerful forces to undermine democracies from within...

FINANCIAL TIMES

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Friday January 5 1996

Conflicts on the exchange

The premature departure of two successive chief executives from the London Stock Exchange in less than three years owes much to personality problems and more to the increasingly fraught internal politics of the exchange. But it is also symptomatic of more fundamental difficulties which make the position of the chief executive almost untenable. Indeed, the real question raised by the departure of Mr Michael Lawrence yesterday is whether it is possible to run what is now a competitive business within the constraints of the existing capital structure and governance set-up of the exchange.

Deregulation and rapid technological change have forced this very traditional institution to shift from thinking of itself as a trade association for member firms to catering for a broader group of market users. The changes before Big Bang in 1986, and the subsequent decision in 1991 to scrap the old deed of settlement to abolish the exchange's council, were part of the attempt to adopt modern commercial practice. The composition of the new board was also intended to be representative of wider interests.

Yet the modern form disguises plenty of ancient substance. The exchange's chief backers are representative of the practitioners' interests, and the practitioners retain a powerful voice on the exchange's board. In most other kinds of commercial organisation, such as a capital structure, involving incomplete ownership discipline, together with inbuilt boardroom conflicts of interest, would be regarded as a warning signal about future business performance. When accompanied by signs of friction between the board and the executive, the alarm bells would be heard far and wide.

Structural fault

The structural fault which is common to all organised exchanges in today's environment concerns the sharing of costs and benefits. The survival of any exchange depends increasingly on expensive investment in high scale technology. Yet the investment usually also brings about changes in dealing practice which transfer the benefit of the resulting efficiency gains from the practitioners who financed it to other market users. The practitioners are thus reluctant to update their technology, even in the face of increasing competition.

A related problem, which is particularly acute in settlements, is that investment in new systems requires some participants to subordinate their narrow short-term interests in the wider interest of the financial community.

Order matching
The London Stock Exchange board's reluctance, until recently, to sanction the introduction of an order matching system which many market users clearly wanted, was symptomatic of these problems. So, too, was the fudge that emerged at the end of November, whereby the board decided that its new computerised trading system would permit an order matching system, without indicating whether it would co-exist for the same shares with the present quote driven system.

Coming after the debacle which resulted in the exchange losing control of settlements to the Bank of England, the implication is inescapable. While the difficulties were no doubt exacerbated by a shift of power to the executive which took place under Mr Lawrence's tenure, the old conflicts of interest were almost impossible to resolve within the present constitutional framework.

In other countries, most notably France, government intervention provides a natural way of resolving such conflicts. In Britain the Bank of England, one of whose directors, Mr Ian Plenderleith, will now become a deputy chairman of the exchange, plays an honest broking role. But it has neither the formal power, nor the urge, to act like the French state.

An alternative means of addressing the problem is to allow the competitive discipline of the product market to confront the exchange with the harsh choice between constitutional reform and a declining market share. The difficulty with this last course, which the London Stock Exchange looks like adopting by default, is that lost ground becomes harder to win back as market share is lost. And, it must be said, new chief executives are hard to come by.

Saudi fears and faxes

Saudi Arabia is a state which likes to keep its internal affairs out of the international news. Considering its importance to the rest of the world, notably as the possessor of one quarter of the world's known oil reserves, it is on the whole remarkably successful in doing so.

This week, however, it has been in the headlines thanks to two apparently unrelated events, both of which prompt speculation about its future stability.

First, King Fahd, who has been in poor health for some months, officially handed over power to his half-brother and designated successor, Crown Prince Abdullah, ostensibly a temporary move, but expected by many observers to be permanent. Secondly, the British government, bowing to intense if discreet pressure from the Saudi authorities, informed Mohammed bin Abdulaziz, the best known Saudi exile, of its intention to remove him to the Caribbean island of Dominica on January 19.

The latter decision calls for comment quite apart from its Saudi context. By sending Mr al-Massari to Dominica, a "safe third country", Britain escapes the obligation to examine substantively his claim for refugee status. Hitherto this device has been used only to return asylum seekers to "safe countries" through which they had already passed, on the argument that they should have exercised their right to claim asylum at the first opportunity. That argument has never been very convincing, but the argument for sending Mr al-Massari to a part of the world he has never even visited is weaker still.

Rule of law

Moreover, the decision has serious implications for Britain's national interests. The fact that there has been strong pressure from the Saudi authorities, and in particular the fact that British businessmen have been told they risk being discriminated against so long as Mr al-Massari is allowed to continue his activities in the UK, should if anything have prompted the British government to treat him with conspicuous fairness.

Tamer required for lion's den

The embattled London Stock Exchange will find it hard to recruit a new chief after the dismissal of Michael Lawrence, says John Gapper

The abrupt dismissal yesterday of Mr Michael Lawrence, chief executive of the London Stock Exchange, only three years after the resignation of Mr Peter Rawlins, his predecessor, raises the question of whether it remains a governable institution. Or is it so beset by troubles, and by divisions among members with vested interests, that it is now untamable?

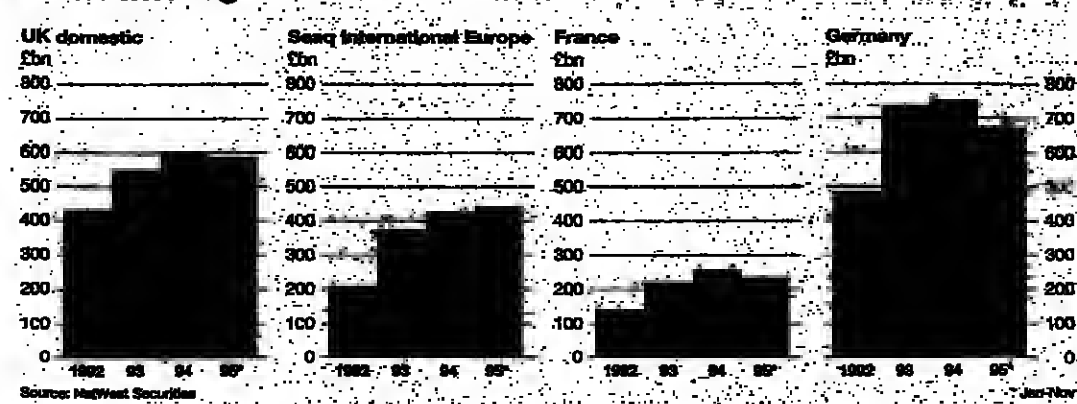
Mr John Kemp-Welch, the urbane chairman of the exchange, did not accept that view yesterday. But even Mr Kemp-Welch acknowledged that the task of leading an organisation with more than 350 members that faces unprecedented challenges would test the most able. "It is not an easy job to win the confidence of all our members," he said.

In an attempt to limit as far as possible the crisis into which the exchange has yet again been plunged, Mr Kemp-Welch pinned the blame squarely on Mr Lawrence's personality. The implication was that Mr Lawrence's failure to gain support from the exchange's members was a matter of their disliking him, rather than disagreeing with his policies.

Mr Lawrence has certainly been unafraid to ruffle feathers at the exchange, privately believing that he had to face down vested interests rather than seek consensus. He has also raised eyebrows by such moves as his libel action against Mr David Jones, head of Sharelink, an electronic discount brokerage which is a member.

But an alternative motive for the summary dismissal of Mr Lawrence could be the irritation of the exchange's most powerful members,

Stock exchange turnover



the large marketmakers, over the board's recent decision to accept a new method of trading shares in London later this year.

At the root of many of the tensions at the exchange lies a seemingly inexorable shift in power away from the marketmakers, who are the backbone of the exchange's quote-driven trading system. In their former incarnation as share-jobbers before the Big Bang deregulation of the City, they formed the heart of the exchange's floor.

But as an increasing proportion of investment is carried out by institutions rather than individuals, power has moved towards these funds. They have come to question the system under which marketmakers post buy and sell prices for shares on the Smeq bulletin board. Investors increasingly argue for a choice of share trading methods.

Already the exchange has seen some erosion of its monopoly position, with the launch of Tradepoint, a bulletin board on which investors

as well as brokers can quote prices at which they will buy and sell shares. Mr Lawrence has been agitating for the exchange to respond to such challenges by reforming rather than allowing trade to slip away.

When he was appointed two years ago, Mr Lawrence foresaw the potential for internal conflict and tried to ensure his success by increasing the power of the executive. Instead of the executive simply carrying out the orders of members, he wanted an executive member to chair each policy committee. This would help to prevent internal obstructions to change.

Mr Lawrence's supporters say his dismissal is a symptom of marketmakers responding to a reduction of their power. "They love the old system and they want nothing to threaten it if they are allowed to win, it will throttle change," says one. Mr Lawrence had emphasised that he regarded victory in his push for choice in

share trading as the key issue. The argument of his backers is that it is not possible to achieve a consensus between opposing forces. In the end, the question is whether the exchange's board is prepared to back an effort by its executive to find the best strategy for the market as a whole. Otherwise, there is no point in having a chief executive - or executive directors - at all.

Yet some larger members of the exchange are frustrated at what they see as Mr Lawrence's forging of policy without any reference to the 350 members to whom he reported. For them, the chief executive's role is not analogous to that in a public company. Instead, the shareholders should be consulted at regular intervals, and should determine strategy.

Mr Kemp-Welch yesterday said that the job required several qualities, including an ability to "formulate and drive through change". But he added that it was "absolutely

fundamental" that there was "a confidence forged with our membership". In other words, a chief executive must both implement change, and get agreement on it.

It is debatable whether such a combination of qualities is possible in a human being, given the tensions that are now breaking out in the exchange. It is also unclear whether any chief executive who does more than agree with the policy favoured by the marketmakers can survive. Mr Kemp-Welch yesterday insisted that such a feat was possible.

In practice, the question may not be put to the test, because the most important decisions about the operation of the exchange's new trading system - Sequence VI - are likely to be made before the next incumbent arrives. The steering committee to consider the issue was appointed yesterday, and a lengthy consultation process is likely to start next week.

Mr Kemp-Welch insisted that Mr Lawrence's departure signalled no change of policy. However, the policy on Sequence is not yet formed. The board has agreed in principle that an order-matching system similar to Tradepoint will be a feature of Sequence. But it is not yet decided whether it will apply to trading in the shares of the largest companies.

The marketmakers who sit on the steering committee have an opportunity to tone down the implementation of order-matching within Sequence. However, if they do so they could find it a difficult task to recruit a chief executive with the qualities Mr Kemp-Welch wants. To lose two chief executives is careless; to fail to attract a third could be disastrous.

Back on the outside

Norma Cohen on the man who was proud of making people feel uncomfortable

With his chalk-stripe suits, thick glasses and stick-pin tie clips, Mr Michael Lawrence, the Wembley County Grammar School student who trained as a physicist, was an unlikely candidate for the post of chief executive of the London Stock Exchange.

"Not one of us", was the verdict following his first appearance at a conference of leading City stockbrokers - a view that Mr Lawrence, despite his best efforts, never dispelled.

Privately Mr Lawrence is said to have revelled in his image as the outsider, partly because he believed the City gentlemen who once formed the exchange's core membership had become something of an anachronism. Being an outsider would help him prod the exchange to make the adaptations necessary to ensure its survival. "I made people uncomfortable," Mr Lawrence says. "That is the essence of promoting change."

Yesterday City officials said it was Mr Lawrence's management and personal style, not cultural differences, that caused the exchange's board to lose confidence in him.

"The point about Mike was that he had fallen out with just about every institution he had to deal with," said a director of one of the City's big marketmakers. "The Treasury, the Bank of England, the regulators, the marketmakers, the private client stockbrokers."

Central to his management style was his view that the exchange must be run as a commercial organisation, with an executive responsible for setting strategy and carrying it out. The board was there simply to advise the executive and approve its decisions. "That occasionally meant the executive would have to challenge competing commercial interests represented on its board."

"The issue here is about governance," says one head of market-making, "the relative power of the board and the executive, and the role that each plays."

One example of the difficulties that arose was his proposal to introduce an order-driven trading system for shares alongside the existing quote-driven system for the 350 most liquid shares. The board failed to back his plan - the marketmakers who dominate it vociferously opposed any alternative to the

share-dealing system they operate. But Mr Lawrence persisted with his plans in modified fashion, believing the exchange had little future unless it could offer investors choice in the way they deal in shares - a view backed by most institutional investors.

His opponents saw this as evidence of concentration of decision-making in the executive, while the exchange's board and its practitioner committees felt increasingly ignored - a view that

led to Mr Lawrence's undoing. Mr Lawrence formed his views on governance while working at Price Waterhouse, the accountants, as a consultant to ailing companies.

After a spell as finance director of Prudential, the UK life insurer, he had arrived at the exchange at what was probably the nadir of his reputation and fortunes. His predecessor, Mr Peter Rawlins, had resigned the previous year, following the collapse of the exchange's Taurus system for paperless share trading,

leaving both the exchange and its member firms out of pocket for hundreds of millions of pounds.

Among Mr Lawrence's primary tasks was to draw up a blueprint for the exchange and help it define a role for itself in the brave new world of share trading. With Mr Lawrence's departure, the exchange is once again in the position of seeking a chief executive and, if anything, more deeply divided over its future than ever.



Back to the wall: Michael Lawrence was ousted because of his management and personal style, say City officials.

OBSERVER

Tale of two egos

As Nato's mission to ex-Yugoslavia overcomes its first real crisis - with the Serbs releasing 16 Bosnians - two of the midwives of last November's peace deal in Dayton, Ohio, last November appear to be bowing out of the diplomatic stage.

Both have formidable brains, formidable tempers, and a formidable reputation for refusing to tolerate fools gladly. Dick Holbrooke, master-of-ceremonies at the Wright-Patterson air base, has already announced his imminent return to Wall Street, and life in the bosom of his New York-based family - though nobody would be surprised if he eventually returns to Washington as secretary of state.

Now it emerges that a change of career is being contemplated by Ms Pauline Neville-Jones, who as political director of the UK Foreign Office was Britain's woman in Dayton - where her relations with Holbrooke were distinctly strained. As Observer reported last month, she seemed disappointed when her masters declined to appoint her ambassador to France - a country where she owns a house, and whose culture she keenly admires. And there are not many jobs of similar rank to be offered as consolation prizes: the embassies in Bonn, Washington, Brussels,

Moscow and Tokyo are all comfortably filled.

So if Dick Holbrooke does finally return to the highest ranks of US government, it seems unlikely that Ms Neville-Jones will be occupying Britain's outpost on Massachusetts Avenue. Perhaps it is just as well.

Promise to pay

Tired of politics and all those electoral promises which never materialise?

Do not despair. A court in Poland has ruled that former president Lech Walesa should compensate a disappointed voter because he failed to fulfil an election promise.

The case dates from five years ago, when Walesa was urging mass privatisation of state industries and promised every Pole 10,000 zlotys worth of coupons to buy state assets. Jozef Gaweda, a 50-year-old electrician, waited and waited, and when he did not get his coupons he decided to take his president to court.

A court in the northern city of Gdansk where Walesa lives has now ordered that he pay Gaweda 1,000 zlotys (\$400) in compensation because he did not deliver on the pledge.

Walesa's legal advisers, who say the court decision is all part of a campaign to discredit the former president, plan to appeal the decision and will no doubt get it overturned.

Nevertheless, one can't help

wondering if the world wouldn't be a better place if voters in other countries took to following Josef's example.

Close call

Anglo-German relations have taken another turn for the worse. The flourishing sex industry in Minden in North Rhine-Westphalia has been suffering a severe case of droop since the withdrawal of 3,500 British troops just over a year ago.

The German news magazine Focus spoke to one Wolfgang Buddenholm, owner of Intim-Shop. In the good old days, soldiers queued up to use his coin-operated video kiosks, but now Buddenholm reckons he is on the verge of bankruptcy. He places the blame squarely on the British.

It's not looking rosy at SG-Club on the banks of the Weser either. Ralf Brackmann fondly remembers how the Brits always paid in cash - some even depositing their entire wage packet with the club.

Back in Poland, by contrast, you obviously get not just a smarter voter but also a savvier type involved in the sex business. Warsaw's escort agencies have been adapting admirably to their own changing circumstances - by deciding to accept privatisation vouchers.

The vouchers, which Poles can purchase for 20 zlotys (\$8), are currently worth a tidy 56 zlotys (\$22) on the secondary market.

Consequently, the call girls, sensitive to the investment returns available, have marked their own services down so that one voucher buys 30, rather than 15 minutes, of their time.

Pulling the plug

Sad to see that the controversial US stock commentator, Dan Dorfman, has been sacked by Money magazine.

It is not so much that he did not deserve it. Dorfman, whose alleged links to a stock promoter are being investigated, had refused point-blank to identify any of his sources to his own editor. This is perhaps taking the principle of confidentiality a little far.

The snag is rather that Dorfman's other employer, the cable TV channel CNBC, is standing by him.

Whereas Dorfman's writing style is unremarkable, his daily TV broadcast is distinguished by a noisy, yapping style which gets on the nerves.

One would not wish to see the poor fellow unemployed. How about a deal whereby Money magazine takes him back, and he gets pulled off the air?

Taste police

Why do communists hate Earl Grey? Because all proper tea is theft.

Financial Times

100 years ago

A lively place to live in The Argentine province of Corrientes is a lively place to live in, from all accounts. The ups and downs of life are exemplified by the assertion of a resident that you can see in one of its towns an ex-Deputy waiting at table in an hotel, an ex-colonel as an assistant handbrasser, and an ex-judge serving drinks in a low shebeen. Everybody appears to be mightily hard-up. The only folks who have a good time are the robbers, who, as a specimen of their skill, a few weeks back stole a hundred and twenty marks from one farmer and drove them off to Paraguay.

50 years ago

Warning to Canadian brokers Montreal: inaugurating a campaign to clean up security dealings at Toronto and Ontario, the Securities Commission has summoned twenty brokerage houses, which mostly deal in Gold-mine stocks, "to show cause why their registrations should not be cancelled."

Meantime, the Commission is concentrating on the practice of brokers issuing fraudulent circulars, and doing illegal telephoning in connection with the sale of securities, and the chairman has promised drastic action.

دكتور من الاصل



Fellow US Republicans attack majority leader's plan to end crisis

Dole accused on budget impasse

By Jurek Martin in Washington

Conservative Republicans are using Senator Bob Dole's determination to end the three-week US government shutdown as a lever to prise loose the majority leader's grip on the Republican party's presidential nomination.

One leading House hardliner, Congressman Tom DeLay, the majority whip, accused Mr Dole of "caving in" with his motion on Tuesday to reopen the government. Senator James Inhofe, a right-wing freshman from Oklahoma, said Mr Dole had not even consulted party colleagues before introducing his motion.

The budget impasse looked likely to continue yesterday with the cancellation, at the request of Republican leaders, of a planned afternoon negotiating session in the White House. But an administration official said this did not

mean that the talks had irrevocably broken down and they could be resumed today.

However, the hardline House of Representatives, which on Wednesday refused even to consider the temporary back-to-work motion unanimously passed by the Senate, was considering voting itself into recess until January 23. Although it could be recalled quickly in the event of progress on the budget, such a move would be taken as a further display of conservative displeasure with both President Bill Clinton and Mr Dole.

Mr Dole denied in the Washington Post yesterday that he was departing from the conservative faith, which holds that there can be no return to work by 280,000 federal employees until a satisfactory agreement to balance the budget in seven years is reached. "I come from Kansas where we

believe people ought to work if they're paid," he said. "There are not many rich people working for the federal government, they have mortgages to pay, vacations to plan."

An opinion poll yesterday showed rising public approval of Mr Dole's attempt to forge a balanced budget compromise with the administration. It also continued to place more blame on Congress than Mr Clinton for the protracted impasse.

The CBS News poll endorsed Mr Dole's stance, with his approval rating rising to 63 per cent, up 11 points in a month, and his deficit behind Mr Clinton in the presidential race narrowing to 48-42 per cent, against 52-38 per cent last month. By contrast, Mr Newt Gingrich, the Speaker, still the leading symbol for conservatives, was languishing at 33 per cent.

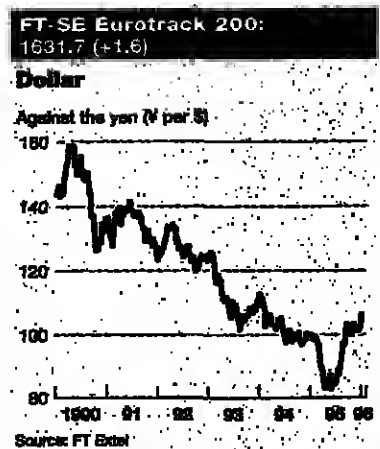
None of Mr Dole's challengers for the Republican nomination scored in double figures in the poll, against his 45 per cent, which perhaps explains why they are using his preference for accommodation against him in a last ditch attempt to derail his handiwork.

Campaigning in New Hampshire, Senator Phil Gramm of Texas charged that Mr Dole was giving Mr Clinton "a new credit card" by not forcing him to agree to a balanced budget. Mr Gramm earlier commented that the partial government shutdown, now three weeks old, was having such little broad effect that it proved that at least 200,000 federal jobs were clearly dispensable.

Mr Dole's response was typically tart. If Mr Gramm was that upset, he said, he should "come back here and participate" in the search for a solution.

THE LEX COLUMN

Bucking the trend



So far, the dollar's rally - to its highest level against the yen in almost two years - has been driven by yen weakness. This is because Japan's large current account and trade surpluses with the US, the traditional reason for the yen's appreciation, are starting to shrink. Furthermore, the Japanese authorities have been pumping liquidity into the system, in an effort to bring the ailing economy back to life and recapitalize the banking system. Some of this liquidity is being invested overseas, further undermining the yen.

The next question is whether there is a good case for a stronger dollar as well as for a weaker yen. Traditionally the dollar has been undermined by the large US budget deficit. There may still be no definitive deficit reduction agreement between the White House and Congress, but dollar bulls have rightly been encouraged by the fact that the deficit at least looks likely to fall rather than rise.

Cynics point out, however, that the dollar has a history of starting the year on a bullish note only to fall flat on its face later. The fact that a budget agreement is not yet in place provides at least one potential banana skin. The dollar's rally to date can be viewed as a necessary correction: the dollar is on a long-term downward trend, but had overshoot. At some point, though, the market may get the jitters. Last night's see-sawing may reflect this. If the rally continues, taking the dollar to, say, around 115, the recovery would look less like a correction and more like a reversal of the downward trend. At best, sentiment is then likely to turn more neutral.

operating profit to Europe's other listed music company, PolyGram. This would suggest a fundamental valuation not far from the current share price of £16.88.

Yet there is every reason to expect a premium. EMI is more attractive than Philips' record arm, PolyGram. It has a much stronger music publishing business, and more importantly, it will not have a 76 per cent single shareholder. Therefore EMI will inevitably command a higher rating to reflect the likelihood of predators from across the Atlantic, such as Disney or Viacom. It is not inconceivable that interested parties will make their presence known by buying an initial stake in Thorn EMI. Either way, Thorn's shares should have further to go.

London Stock Exchange

To lose two chief executives in three years looks worse than careless. By deciding to sack Mr Michael Lawrence, the Stock Exchange has demonstrated that its members, not its employees, call the tune. But in doing so it has opened up two huge cans of worms.

The first surrounds the Exchange's recent decision to adopt an "order-matching" trading system, which will cut the cost of buying and selling shares. Mr Lawrence rightly advocated the new system, and got his way in the teeth of fierce opposition from London's biggest marketmakers. However, it has not been decided which shares will be traded on the new system. Although the big marketmakers seem not to have been alone in their desire to oust Mr Lawrence, it seems equally clear that with him gone they stand a bigger chance of getting their way.

The second is the chief executive's role. The exchange is likely to find the post extraordinarily difficult to fill. For a start, it is clearly a high-risk job. The more fundamental problem, though, is that the exchange's structure is riddled with contradictions. Its commercial interests conflict with its regulatory functions. And it has to reconcile the wishes of a large group of members, some with entirely contradictory commercial interests.

There seems little doubt that Mr Lawrence could have handled the membership better. But until the exchange can produce a decision-making structure which commands the confidence of all its members, any chief executive is likely to end up in an impossible position.

Thorn EMI

Thorn EMI's shares have risen 54 per cent since the start of 1995, as its demerger proposals have gripped investors' imagination. Its shares are trading on a prospective price/earnings ratio of 22, which is racy even under its new classification as a media stock. Nonetheless, investors would be unwise to take their profits yet.

Once the demerger is completed, Thorn will comprise two independent units offering above average growth prospects. The much maligned rental business is a substantial cash generator but funds are being reinvested. Thorn is building a global rent-to-own business, and is broadening both its product range and its customer base. It should merit at least an average market p/e rating. Meanwhile, EMI Music deserves a similar multiple of

German television

A crack appeared in the closed world of German television yesterday, with Rewe, Germany's biggest food retailer, acquiring 40 per cent of Pro-7, the country's fastest growing cable channel. To date, Germany's TV industry - apart from the public channels - has been dominated by two conglomerates: Bertelsmann, which owns a stake in RTL, the biggest of the three private commercial television channels; and Kirch, the private group built up by media mogul Mr Leo Kirch, which controls Sat-1 and Pro-7, the other two networks.

That may be about to change. Rewe, which owns 30 per cent of UK supermarket group Budgens, is keen to diversify into media which it sees as a growth area. Its strong cash flow will

Tokyo surge

Continued from Page 1

dent enthusiasm for the US currency.

The dollar's strength, allied to hopes of interest rate cuts in Europe, has lifted shares across the globe this week. Ten national bourses reached intra-day or closing all-time highs on Wednesday. Yesterday's gains were rather more subdued but nevertheless markets in Amsterdam, Madrid, Dublin, Frankfurt, London, Cyprus, Oslo and Zurich all recorded highs at one point.

In London, the FT-SE 100 index rose 7.4 to a new intra-day high of 3,723 but fell back in the afternoon to close 1.5 lower at 3,714.1. Tokyo, which had been closed for trading on Tuesday and Wednesday, caught up with the rest of the world in style. The Nikkei 225 rose 749.85 to 20,615, its highest closing level since September 1994, in only a half-day session.

Chief sacked

Continued from Page 1

push for an alternative to the current quote-driven trading system that relies on firms of marketmakers posting offers to buy and sell shares on the Seq electronic bulletin board.

The exchange's board yesterday announced the membership of a committee to decide on implementation of the reform, which was agreed in November.

It will decide which shares will be traded using an alternative "order-driven" system.

The committee will include representatives from the market-making firms of Merrill Lynch, Union Bank of Switzerland and NatWest Markets.

Two leading marketmaking firms are understood to have approached the board before Christmas and offered to drop their opposition to the introduction of alternative dealing mechanisms in exchange for Mr Lawrence's departure.

Swedish pop industry on song as the money rolls in

Bands of nineties build on Abba's record of success

By Hugh Carnegie in Stockholm

Twenty years after Abba became one of the world's best-selling pop groups, Swedish bands are again earning Money, Money, Money.

The huge numbers of records they shift worldwide are out of all proportion to the small size of the country. But despite the record of success achieved by Swedish groups, organisations such as the Federation of Swedish Industries which track the country's traditional export sectors scarcely recognise the pop industry and certainly do not collate figures on its size and significance.

He knows that Swedish songwriters earned SKR63.5m in 1994 in authors' performance fees outside Sweden. To that must be added record royalties, publishers' income, record producers' income, live performance earnings and other incomes. To date, no one has collected these.

What is certain is that Sweden has a pop earnings surplus. Fees paid to foreign songwriters for performances in Sweden in 1994 were SKR67m - some SKR15m less than the sum earned abroad by Swedish songwriters.

"It is astonishing that a country of only 8.5m people should be able to produce a positive balance of payments in authors' rights," says Mr Petri. "Sweden is unique in that respect."

Ace of Base's catchy pop-reggae songs are derided by critics but have stormed to the top of the charts all over the world. *Happy Nation* was number one in the US. Three singles from the album, "The Sign", "All That She Wants" and "Don't Turn Around", reached numbers one, two and four respectively in the US. The new Ace of Base album, called *The Bridge*, has by comparison got off to a slow start - but it has sold 5m records in the space of a few weeks.

Some figures speak for themselves, however. The Gothenburg-based Ace of Base - like Abba, made up of two men and two women - is in the Guinness Book of Records for producing the biggest selling debut album ever.

Called *Happy Nation* in most markets, it has sold more than 19m copies worldwide, according to the group's label, Mega Records. It is the most notable of a number of groups who have completed the last few years to take up Abba's mantle.

The myth was that Abba earned more for the country than Volvo. As Volvo today has annual turnover - the vast majority outside Sweden - of more than \$20m and profits of \$2.3m, even Ace of Base would be stretched to come close to it in earnings.

Mr Gunnar Petri of Sista, the organisation which monitors Swedish songwriters' earnings, is waiting for the results of research into pop industry earnings. In the meantime, he estimates the annual export value of the industry at around SKR1bn (\$150m).

In the past few years, a number of Swedish groups have made big international breakthroughs. Roxette is a man-woman rock duo whose last album, *Joyride*, has sold more than 10m copies.

Abba, a 57-year-old immigrant from Nigeria, former dancer and disc jockey, has sold 7m records of his dance-rap music in recent years.

Other names familiar to pop fans include Europe and its singer Joey Tempest (best known for the hit single "Final Count-

down"). Army of Lovers, Stakka Bo, the Redneckz, Inner Circle and, more recently, the rock bands Clawfinger and the Cardigans. A hot tip for 1996 is a rock group called the Wannadies from the northern city of Skelleftea.

Sweden's success appears to have been built on a strong local musical tradition, blended with rich immigrant influences and an unusual openness to English-language culture. All the Swedish international success stories - from Abba to Ace of Base - have written original songs in fluent English.

"What marks Sweden out since Abba is there is a very healthy local music market - and much of that is in English. That is very interesting and very unusual," says Ms Harriet Brand, head of talent and artist relations at MTV Europe. "In France and Germany, for example, there is a very vibrant market place in local music in the local language, but when you try to translate it, it loses a lot."

Mr Sanji Tandan, head of Warner Music in Sweden, says: "Swedish kids are brought up on English and American programming. A few of which are dubbed into Swedish. They understand the [English] language very well and can use it more easily than other Europeans."

But how long can Sweden go on producing world-ranking hits? Mr Ola Hakansson, head of the Stockholm Label Group, a Polygram joint venture, believes the industry has become self-sustaining.

"Just as the success of Bjorn Borg at tennis inspired a series of Swedish tennis stars, so Abba did the same for the music industry. Bands like Ace of Base and Roxette continue it. I think in 1996 and 1997 we will see more."

FT WEATHER GUIDE

Europe today

Most of southern Scandinavia will be settled with a mixture of sun and cloud but the extreme south will be cloudy. The south-west coast of Norway and the east coast of England will have near gale force winds. The UK will remain cloudy and rainy. Rain will also occur in western France, Spain and Portugal. A surge of mild air will spread over the UK and into northern France, giving maximum temperatures of about 9C. The Benelux will turn milder but afternoon temperatures in the north will be slightly below freezing. Eastern Europe will be cold with limited sun. Greece and Turkey will remain rather cloudy with outbreaks of rain or showers. Snow showers will continue in Romania.

Five-day forecast

During the weekend, cloud and rain will affect parts of Spain, Italy, France, the UK and the Benelux. Milder air will spread towards the north-west. A thaw will occur in the Benelux, western Germany and countries around the Alps. Eastern Europe will remain cold. Humid air will be directed towards these regions and low cloud will prevail but it will stay mainly dry. Greece and Turkey will become unsettled again after the weekend.

Location	Temp	Weather
Madrid	sun	3
Barcelona	sun	8
London	sun	10
Paris	sun	12
Rome	sun	15
Stockholm	sun	18
Moscow	sun	20
Beijing	sun	22
Delhi	sun	25
Sydney	sun	28
Auckland	sun	30

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